



## City of Hamilton

# AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REVISED

**Meeting #:** 23-008  
**Date:** May 18, 2023  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

---

1. **CEREMONIAL ACTIVITIES**
2. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
3. **DECLARATIONS OF INTEREST**
4. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 4.1 May 4, 2023
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
  - \*8.1 Workplace Mental Health and Wellbeing Strategy (2023 –2026) (HUR23007) (City Wide)
9. **CONSENT ITEMS**
  - 9.1 Hamilton Women and Gender Equity Committee Minutes

a. January 26, 2023

b. February 16, 2023

9.2 Workplace Mental Health and Wellbeing Strategy (2023 –2026) (HUR23007) (City Wide)

***MOVED TO 8.1***

9.3 2022 Provincial Offences Administration Annual Report (FCS23057) (City Wide)

9.4 Reserve / Revenue Fund Investment Performance Report – December 31, 2022 (FCS23001) (City Wide)

9.5 Hamilton Future Fund Investment Performance Report – December 31, 2022 (FCS23050) (City Wide)

9.6 Cemetery Trust Accounts Investment Performance Report – December 31, 2022 (FCS23053) (City Wide)

## 10. DISCUSSION ITEMS

10.1 Proposed Write-off for Provincial Offences (FCS23058) (City Wide)

10.2 Capital Project Closing Report as of December 31, 2022 (FCS22079(b)) (City Wide)

10.3 Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042) (City Wide)

10.4 Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item

***Discussion of Private & Confidential Appendix "A" FCS22071(a)/PW22065(a) would be pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.***

\*10.5 Grants Sub-Committee Report 23-002 (May 16, 2023)

## 11. MOTIONS

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

### 13.1 Amendments to the Outstanding Business List

#### a. Items Considered Completed and to be Removed

- a. Continued Standardization and Request to Negotiate a Contract for Systems Furniture for the City of Hamilton (PW22065 / FCS22071) (City Wide)

Item on OBL: 22-J

Addressed as Item 10.4 on today's agenda

## 14. PRIVATE AND CONFIDENTIAL

- 14.1 Confidential Appendix "A" to Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item

Pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

- 14.2 Auditor General Reporting of Serious Matters to Council (Case #65357) (AUD23007) (City Wide)

Pursuant to Section 9.3, Sub-section (a) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (a) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to the security of the property of the City or a local board.

## 15. ADJOURNMENT





## AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 23-007

9:30 a.m.  
May 4, 2023  
Council Chambers  
Hamilton City Hall

---

**Present:** Councillors C. Kroetsch (Chair), M. Spadafora M. Tadeson, A. Wilson, and M. Wilson

**Absent with Regrets:** Councillor T. Hwang (Vice-Chair) – City Business, Councillors J. Beattie and B. Clark - Personal

---

### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **Development Charges Indexing - Effective July 6, 2023 (FCS23047) (City Wide) (Item 9.1)**

**(Spadafora/Tadeson)**

That Report FCS23047, respecting Development Charges Indexing - Effective July 6, 2023 (FCS23047) (City Wide), be received.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
ABSENT - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

2. **Development Charge Background Study – Parklands and Natural Assets (Item 11.2)**

**(M. Wilson/A. Wilson)**

WHEREAS, the City's Development Charge By-law 19-142 will expire on June 13, 2024;

WHEREAS, growth-related Master Plans will guide the assessment of servicing and infrastructure needs to accommodate the City's future growth;

WHEREAS, the growth-related Master Plans provide the technical and financial basis used to support the development of the Development Charge Background Study; and

WHEREAS the Development Charge Background Study will provide the basis upon which the new Development Charge By-law will be based;

THEREFORE, BE IT RESOLVED:

- (a) That the Water, Wastewater & Stormwater Master Plan includes consideration for alternative policy approaches to traditional stormwater management techniques by considering a climate change impact and non-conventional stormwater management facilities, including open space and parkland areas; and
- (b) That staff review and report back to the Audit, Finance and Administration Committee with options for the development of a framework to account for natural assets within the City's Development Charge Background Study in future Development Charge By-law updates beyond 2024.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
ABSENT - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

**(Tadeson/Spadafora)**

That the agenda for the May 4, 2023 Audit, Finance and Administration Committee meeting, be approved, as presented.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
ABSENT - Ward 10 Councillor Jeff Beattie

YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) April 20, 2023 (Item 4.1)**

**(Tadeson/Spadafora)**

That the Minutes of the April 20, 2023 meeting of the Audit, Finance and Administration Committee, be approved, as presented.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
ABSENT - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

**(d) MOTIONS**

**(i) Area Specific Development Charges (Item 11.1)**

**(M. Wilson/Tadeson)**

WHEREAS, the City is in the process of undertaking a Development Charges Background Study;

WHEREAS, Section 10 (2) (c.1) of the Development Charges Act, 1997, requires consideration of the use of more than one Development Charge by-law to reflect different needs for services in different areas;

WHEREAS, the Masterplan teams have been directed to consider area specific (variable) Development Charges in the completion of their Masterplans;

WHEREAS, the City currently uses average persons per unit as the basis for determining the Development Charge applicable for low, medium, and high density residential development which results in low density being charged a higher per-unit rate than medium or high density developments; and

WHEREAS, the City of Hamilton is committed to building a range and mix of housing types and tenures, including affordable housing, to meet the needs of the current and growing population;  
THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to consider alternative Development Charges which may include variation of the Development Charges based upon factors such as location, type of development, density and unit size/lot size; and
- (b) That consideration also be given to defensible charges which are higher for larger residential units than smaller residential units

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
ABSENT - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

**(e) ADJOURNMENT (Item 15)**

**(Spadafora/Tadeson)**

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 9:50 a.m.

**Result: Motion CARRIED by a vote of 5 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - CHAIR - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
ABSENT - Ward 9 Councillor Brad Clark  
BEATTIE - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
YES - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

Respectfully submitted,

Councillor Cameron Kroetsch, Chair  
Audit, Finance and Administration  
Committee




Tamara Bates  
Legislative Coordinator  
Office of the City Clerk





## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Workplace Mental Health and Wellbeing Strategy (2023 – 2026) (HUR23007) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Yakov Sluchenkov (905) 546-2424 ext. 2655 Dave Lindeman (905) 546-2424 ext. 5657 Miri Freimanis (905) 546-2424 ext. 7141
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director Human Resources
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

To provide Council with an update on the ongoing work of the Workplace Mental Health and Wellbeing Strategy for City of Hamilton staff since initiated in 2016. The Information report also includes the most recent iteration of the strategy, Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026.

### INFORMATION

In 2016, the Senior Leadership Team and Hamilton City Council approved its first Mental Health and Wellbeing Policy along with a Workplace Mental Health and Wellbeing Strategy. The strategy was updated in 2019 to address recommendations put forth by the organization's Workplace Mental Health Advisory Committee.

The Senior Leadership Team has approved a new strategy framework to guide us for the next four years. The strategy is captured in the document, Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026, attached as Appendix "A" to report HUR23007.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)  
(HUR23007) (City Wide)** - Page 2 of 7

---

The goals of the strategy will guide our mental health programs:

1. Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
2. Provide people leaders with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
3. Provide employees with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
4. Create a sustainability plan

At the core of our strategy is a desire to help our employees achieve optimal mental health and wellbeing and foster psychological safety in our work and workplaces.

The strategy is also guided by these principles:

- The strategy and programs are based on evidence-based best practices
- The strategy aligns with our Inclusion, Diversity, Equity and Accessibility work
- Employee mental health and wellbeing is a key consideration in decision making
- Everyone in the workplace has a role to play in creating and maintaining a workplace that promotes mental health and wellbeing
- Each employee has responsibility for their health and behaviour
- Creating a workplace that supports mental health and wellbeing is only possible if aligned with our Culture Pillars
- Sensitive employee health information will remain confidential

Our strategy is aligned with the elements outlined in the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The standard is a set of guidelines, tools and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

To assist in our efforts in creating workplaces that promote mental health and wellbeing, we adopted the framework from the *Psychological Health and Safety: An Action Guide for Employers (2012)*. This guide, created by the Mental Health Commission of Canada, identifies actions an employer can take to enhance and protect employee psychological health and safety based on 6 key elements.

**Policy** - Commitment by organizational leadership to enhance psychological health and safety through workplace interventions

**Planning** - Determination of key psychological health indicators across the organization, selection of actions, and specification of objectives

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)  
(HUR23007) (City Wide)**

---

**- Page 3 of 7**

**Promotion** - Actions taken to promote the general psychological health of the workforce

**Prevention**-Actions taken to prevent the occurrence of significant psychological problems or mental disorders

**Process**-Evaluation of implementation and results of actions taken to enhance psychological health and safety.

**Persistence**-Sustainment of effective actions in a process of continuous improvement.

Our strategy has moved from the initial stage of creating towards maintaining workplaces that promote mental health and wellbeing by building on the programs, policies and practices that have been established and adding new initiatives and enhancements that address gaps and emerging issues.

### **Why is it important?**

Mental health is fundamental to overall health and wellbeing.

Good mental health allows an individual to cope with the normal stresses of life, work productively and contribute to their workplace and community (adapted from World Health Organization). Good mental health makes us more resilient to everyday stresses and hardships and can help to reduce the risk of developing or worsening mental health problems and illnesses

Mental illness affects all Canadians.

At some point in our lifetime, either directly or indirectly, or through a family member, friend or colleague mental illness will affect us. In any given year, it is estimated that 1 in 5 people in Canada experiences a mental health problem. The total becomes about 1 in 3 if those suffering from addictions are included.

### **Cost of ignoring workplace mental health issues is high**

A workshop held with our People Leaders and Dr. Linda Duxbury, a leading researcher on employee wellbeing and work-life balance, identified a number of negative impacts on the organization if employee mental health and wellbeing is ignored. The impacts include:

- Increased absenteeism
- Poorer physical health
- Greater use of our health care system
- Greater use of prescription drugs
- Higher benefits costs
- Declines in creativity and innovation
- Lower levels of commitment and job satisfaction

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)  
(HUR23007) (City Wide) - Page 4 of 7**

---

- Higher intent to turnover
- Loss of talent, expertise and related expenses to training replacements
- Recruitment and retention problems
- Overtaxing internal services and supports (i.e. Return to Work Services, Labour Relations, Health & Safety, Leader workload, associated team workload due to absent team member)
- Poor reputation of the City

### **What Have We Done?**

Since our initial strategy was initiated in 2016, a number of important programs, resources and initiatives have been put in place that provide a strong foundation on which to build a new strategy. Some examples include:

- A new Mental Health and Wellbeing Policy was approved by Senior Leadership Team and Council in 2016.
- A Workplace Mental Health Advisory Committee established 2017 with representation from departments and employee groups across the organization. The committee reviews and provides recommendations on our progress in implementing the strategy.
- New flexible work, work for home and disconnecting from work policies were introduced to support employees with work and non-work demands.
- Annual Anti-stigma Campaigns are directed at staff to help them identify changes in their behaviour that can help reduce stigma on mental illness. For example, Human Resources provided a part video campaign called Shifting Minds.
- Human Resources reviewed our employee health benefits plans and increased employee medical benefits for psychological services in a number of plans.
- Employees are offered access to enhanced depression and trauma services through our Employee & Family Assistance Program in addition to traditional counselling services (n=147).
- Human Resources delivers an in-house workshop-based program on Chronic Pain Self-management for employees seeking assistance with the impact of chronic conditions (n=101).
- Critical Incident Peer Support teams are now in place for Hamilton Fire, Hamilton Paramedic Services along with a corporate Critical Incident Peer Support Team.
- Employees and their families now have access to LifeSpeak, a web-based program with expert-led online streaming videos that deal with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics (2,275 sessions annually).

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)  
(HUR23007) (City Wide)** **- Page 5 of 7**

---

- Our Employee and Family Assistance Program services were enhanced by our provider, Homewood Health (12.38% usage rate). Enhancements included:
  - Online Cognitive Behavior Therapy
  - Family and relationship support
  - Solutions for stress, burnout, financial and other challenges
  - Access to mental health supports including immediate counselling and online booking
  - On-demand health and wellness resources workshops on mental health topics
- People Leaders are provided with access to Mental Health@Work Certificate Training through partnership with LifeWorks and Queen’s University (n= 580).
- In-house instructors deliver The Working Mind (Mental Health Commission of Canada) training to People Leaders and employees (n= 800).
- Respectful workplace training (It Starts With You) required for all employees with enhanced sessions for People Leaders
- Our People Survey was completed in 2017 and 2021 and included important questions to gain insight into employee mental health and wellbeing and areas where work groups can improve their efforts at creating and maintaining mentally healthy workplaces and teams.
- Human Resources benchmarks with other municipalities to share best practices, identify success factors and look for opportunities for improvement to our workplace mental health and wellbeing programs.

### **Moving Forward**

It’s important to ensure the investments we’ve made in supporting workplace mental health and wellbeing continue to be impactful and achieve the goals of our strategy. We will be looking to *Future Proof* our investments in mental health by,

- Maintaining what’s in place that’s working by preserving dedicated funding and resources
- Enhancing, expanding and adding to what we’ve introduced and established by adopting new best practices
- Evaluating our efforts to maintain a workplace that promotes mental health and wellbeing by measuring against standards and benchmarking with other workplaces

In addition to sustaining our current efforts, the strategy will focus on four key areas over the next four years.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)  
(HUR23007) (City Wide) - Page 6 of 7**

---

- 1. Embedding the Strategy into Our Culture** - Living this strategy daily is critical in improving the overall health of employees, facilitating healthy and safe returns to work, and ensuring that both physical and psychological health and safety are taken into consideration.
  - Update the Mental Health and Wellbeing Policy
  - Evaluate hybrid work models that allow working from home and the impact of work-life balance
  - Keep positive mental health and wellbeing at top of employee's mind
  - Enhance supports by incorporating Inclusion, Diversity, Equity and Accessibility (IDEA) to remove barriers to resources
  - Integrate strategy into a broader Employee Wellness Strategy
- 2. Leadership Support** - Leadership is expected to model and support these activities daily through various modalities: team meetings, education, participation, active acknowledgement of mental health and wellbeing being a priority.
  - Create People Leader training that augments existing programs and can be delivered on-demand
  - Develop supports for mental health-related action plans arising from Our People Survey
- 3. Employee Accountability** - Staff are accountable for taking advantage of supports available to ensure workplace wellness is a key priority for themselves and their coworkers.
  - Raise awareness of supports available to employees with caregiver responsibilities
  - Increase knowledge of de-escalation techniques with staff
  - Update the existing Zero Tolerance Program
- 4. Facilitating Access to Key Resources** - Staff are made aware of resources through ongoing communication and provided with straightforward access to the resources when they need them.
  - Centralize on-line resources
  - Develop guidance documents for stakeholders involved in current employee mental health disability management
  - Research application of Peer Support resources into areas outside of current programs

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



**SUBJECT: Workplace Mental Health and Wellbeing Strategy (2023 –2026)**  
**(HUR23007) (City Wide)** - Page 7 of 7

---

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to report HUR23007- Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026



# Maintaining Workplaces that Promote Mental Health and Wellbeing

## Strategy and Guide for the City of Hamilton 2023-2026

May 2023

## Workplace Mental Health: Why it Matters

In 2016, Senior Leadership Team and Hamilton City Council approved its first *Mental Health and Wellbeing Policy* along with a *Workplace Mental Health and Wellbeing Strategy*. The strategy was updated in 2019 to address recommendations put forth by the organization's Workplace Mental Health Advisory Committee.

The goals of the strategy continue to guide our mental health programs:

1. Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
2. Provide people leaders with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
3. Provide employees with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
4. Create a sustainability plan

At the core of our strategy is a desire to help our employees achieve optimal mental health and wellbeing and foster psychological safety in our work and workplaces.

The strategy is also guided by these principles:

- The strategy and programs are based on evidence-based best practices
- The strategy aligns with our Inclusion, Diversity, Equity and Accessibility work
- Employee mental health and wellbeing is a key consideration in decision making
- Everyone in the workplace has a role to play in creating and maintaining a workplace that promotes mental health and wellbeing
- Each employee has responsibility for their health and behaviour
- Creating a workplace that supports mental health and wellbeing is only possible if aligned with our Culture Pillars
- Sensitive employee health information will remain confidential

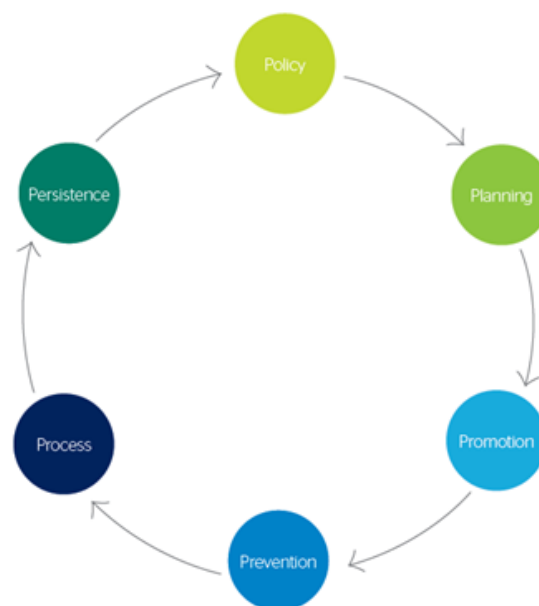
Our strategy is aligned with the elements outlined in the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The standard is a set of guidelines, tools & resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

## Workplace Mental Health and Wellbeing: A Framework for Change

To assist in our efforts in creating workplaces that promote mental health and wellbeing, we adopted the framework from the *Psychological Health and Safety: An Action Guide for Employers (2012)*. This guide, created by the Mental Health Commission of Canada, identifies actions an employer can take to enhance and protect employee psychological health and safety based on 6 key elements.

In 2019, the Workplace Mental Health Action Committee (WMHAC) provided SLT with recommendations based on assessing our progress in meeting the requirements of the *P6 Framework*. In response, SLT supported taking specific actions that formed the Workplace Mental Health and Wellbeing Strategy 2019-2021.

### P6 Framework



P6 Framework Components	Accomplishments
<p><b>Policy</b></p> <p>Commitment by organizational leadership to enhance psychological health and safety through workplace interventions</p> <ul style="list-style-type: none"> <li>Obtain endorsement from our senior management team</li> <li>Establish an advisory committee to guide strategy development, implementation and evaluation</li> <li>Develop and communicate the policy to all employees</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health and Wellbeing Policy approved by SLT and Council in 2016.</li> <li>Workplace Mental Health Action Committee established in 2017, composed of stakeholders from across the organization including departmental and union leadership and Human Resources.</li> <li>Policy posted on eNET, HOWI and communicated via newsletters, Wellness Roadshow talks and training sessions across City.</li> </ul>
<p><b>Planning</b></p> <p>Determination of key psychological health indicators across the organization, selection of actions, and specification of objectives.</p> <ul style="list-style-type: none"> <li>Gather the facts by looking at all sources of employee data</li> <li>Survey our employees to get their feedback and ideas</li> <li>Measure readiness to change for all workplace parties</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated and analyzed yearly employee data from our benefits provider, Employee and Family Assistance Program (EFAP) provider, long-term disability cases, short-term disability and workers' compensation claims.</li> <li>Our People Survey (OPS) launched in 2017 measures the prevalence of employees who are dealing with mental health issues and monitors their perception of the City's support in creating a psychologically healthy and safe workplace; employees are asked a series of evidence-based questions as part of the City's survey.</li> </ul>
<p><b>Promotion</b></p> <p>Actions taken to promote the general psychological health of the workforce.</p>	<ul style="list-style-type: none"> <li>Provided targeted workshops requested by department leadership, departmental wellness committees, Return to Work Services and others.</li> </ul>

P6 Framework Components	Accomplishments
<ul style="list-style-type: none"> <li>• Build employee resilience through workshops and self-help resources</li> <li>• Create respectful workplaces</li> <li>• Enhance mental health knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Highlighted wellness resources/services in supervisor training, monthly newsletters, Corporate New Employee Orientation, team meetings, other workshops (e.g. The Working Mind, Mental Health@Work Leadership Certificate Training Program, Chronic Pain Self Management Program, Non-Violent Crisis Intervention Training), health and safety events, departmental events (e.g. recognition days, team building events, wellness events).</li> <li>• Resources include: <ul style="list-style-type: none"> <li>▪ LifeSpeak (Provides personal and workplace health and wellness topics via videos, tip sheets, podcasts, web chats, and more.)</li> <li>▪ Homeweb (our EFAP website)</li> <li>▪ Our internal Shifting Minds video-based campaign focusing on how employees think about themselves and others and how to seek the required support they need. * Respect * Rethink * Reconnect * Renew * Resources</li> <li>▪ ResilientME online program from the Public Sector Health &amp; Safety Association</li> <li>▪ Webinars and talks from the Canadian Mental Health Association</li> <li>▪ BounceBack, Wellness Together, MindBeacon: provides free counselling and resources</li> </ul> </li> <li>• Leaders are provided with a Mental Health Toolkit that identifies resources to help deal with situations in the workplace that could contribute to stress and poor performance such as workplace stressors, relationship building, communication (difficult conversations, discussing sensitive topics), managing workload, priorities, poor performance, bullying (co-worker, interpersonal conflict (defusing situations). The tool kit has prominence under People Leader Resources in Howi. Any upcoming redesign of the website will ensure that the tool kit remains a highlighted resource for leaders.</li> <li>• Mental health promotion and stigma reduction campaigns were held annually in May and October with visible SLT participation. SLT also ensures that messages to their department emphasize employee mental health and well-being. It was often a topic at departmental meetings and events. The City Manager provided messages in support of employee mental health during these campaigns and throughout the year. Key messaging includes the importance of all employees monitoring their mental health and wellbeing and accessing the resources and services when needed.</li> <li>• Corporate Communications included workplace mental health in its communication channels, to ensure that mental health and wellbeing resources are known and easy to find. Areas on eNet and Howi are dedicated to these internal and external resources. Examples of such resource areas include: <ul style="list-style-type: none"> <li>▪ <u>Employee</u>-Managing Stress&amp; Anxiety; Resilience; Workplace Balance; Parenting; Working from Home</li> <li>▪ <u>Leader</u>-Transitioning Back to Work; Leading a Remote Workforce; Leading through Crisis and Change, Maximizing Team Performance; Recognizing Employees</li> </ul> </li> </ul>

P6 Framework Components	Accomplishments
<p><b>Prevention</b></p> <p>Actions taken to prevent the occurrence of significant psychological problems or mental disorders – may occur at the primary, secondary or tertiary level.</p> <ul style="list-style-type: none"> <li>• Use a mental health and wellbeing lens for job design and employee selection</li> <li>• Provide stress management training to all employees</li> <li>• Support work-home balance through policies and procedures</li> <li>• Provide manager training on workplace mental health</li> <li>• Provide early intervention through employee and family assistance program</li> <li>• Support staying at work strategies to keep employees with mental health issues actively at work</li> <li>• Ensure access to psychological treatment when appropriate</li> <li>• Provide coordinated disability management to support employees off work and in their return to work</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health and wellbeing considerations are incorporated into change management training and processes; resources are allocated to mitigate mental health hazards associated with workplace change.</li> <li>• For example, employee mental health and wellbeing was a key consideration in the Hamilton@Work COVID-19 RECOVERY: Future Work Models &amp; Return to the Workplace Strategy. The strategy recognized that all employees need support as the City transitioned to a return to the workplace and new work models. Leaders consider the health, safety and psychological well-being of staff both working on or off-site.</li> <li>• Human Resources examined current recruitment, job design and return-to-work processes and updated where applicable to include cognitive demands for many positions. Interview questions have been revised to ensure questions probe the ability to manage cognitive demands where applicable. Return to Work Services assesses cognitive demands, when required, during the return-to-work and accommodation processes.</li> <li>• The non-union, CUPE 5167 and Hamilton Fire benefit packages were redesigned in 2019 to offer improved access to psychological support by increasing the annual benefit amount from \$100 to \$1,000, removing the cap on per-session billing amounts and changing eligible services to include Clinical Psychologist, Psychiatrist, Psychotherapist, or Social Worker. The use of this benefit by staff and eligible dependents has increased yearly. A redesign of the non-union benefits plan was launched in January 2023 allowing more flexibility to allocate benefit allowances.</li> <li>• 147 employees were provided access to specialized depression (124) and trauma (23) services over the past 5 years through our EFAP provider.</li> <li>• All members of SLT have completed leadership mental health training. New members of SLT will be registered in a program as required.</li> <li>• 580 people leaders completed the Mental Health@Work Certificate Training provided through Queen’s University and Mourneau Shepell (now LifeWorks) since this training was made available in 2014.</li> <li>• To date approximately 200 leaders and 600 employees have completed The Working Mind (TWM). Sessions are ongoing through 2023</li> <li>• Hamilton Paramedic Services and the Hamilton Fire Department implemented Road to Mental Readiness training for first responders to their staff. Hamilton Paramedic Services (HPS) management and worker representatives jointly developed a peer-to-peer critical incident support team and program. The team will respond quickly to support paramedics who have been exposed to traumatic events or ongoing work-related stress. Paramedics and Firefighters were also provided</li> </ul>

P6 Framework Components	Accomplishments
	<p>with access to psychological supports through enhancements to the EFAP and other services.</p> <ul style="list-style-type: none"> <li>• A working group is developing policies that will cover expectations for the public and staff behaviour in our workplaces and procedures to respond to acts of unwanted behaviour, harassment and violence. A new workplace harassment policy has been drafted and will be finalized in 2023.</li> <li>• Return to Work Services improved processes for early and safe return to work through coordinated disability management and psychological treatment.</li> </ul>
<p><b>Process</b></p> <p>Evaluation of implementation and results of actions taken to enhance psychological health and safety.</p> <ul style="list-style-type: none"> <li>• Plan an evaluation of the effectiveness of our interventions</li> <li>• Measure the implementation process to ensure programs are reaching employees</li> <li>• Measure short - and longer - term outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Undertook review to ensure that key indicators are incorporated into the questions within Our People survey (OPS). The content and design of the survey assesses key indicators of employee mental health and well-being. Resources are in place for leaders to help them respond to survey results for their teams.</li> <li>• Human Resources tracks the nature of illness and injury, where available, for short-term sick absences using disability management software and data from long-term disability benefits provider.</li> <li>• In 2020, Short-Term Disability claims analysis was piloted, and information was provided to work groups where the volume of mental health related absences was high. The data indicated that mental health was the leading cause of absences in 2020. This trend continues through 2022 and mental health continues to be the top diagnostic category of all long-term disability claims received by Manulife on behalf of the City.</li> </ul>
<p><b>Persistence</b></p> <p>Sustainment of effective actions in a process of continuous improvement.</p> <ul style="list-style-type: none"> <li>• Support champions and communities of practice</li> <li>• Create a culture of psychological safety</li> <li>• Conduct quality improvement cycles</li> </ul>	<ul style="list-style-type: none"> <li>• Continue review of questions and ensure that key indicators are incorporated into the questions within Our People survey (OPS)</li> <li>• Human Resources identifies best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario. A survey was undertaken in 2020 and 2022 that identified that our programming and priorities are in line with other similar employers. There is consistency across employers as we are all following the national standards for workplace mental health.</li> <li>• Corporate workplace wellness and mental health committee to remain in place and meet quarterly; mental health and wellness champions continue to be recruited and supported.</li> </ul>

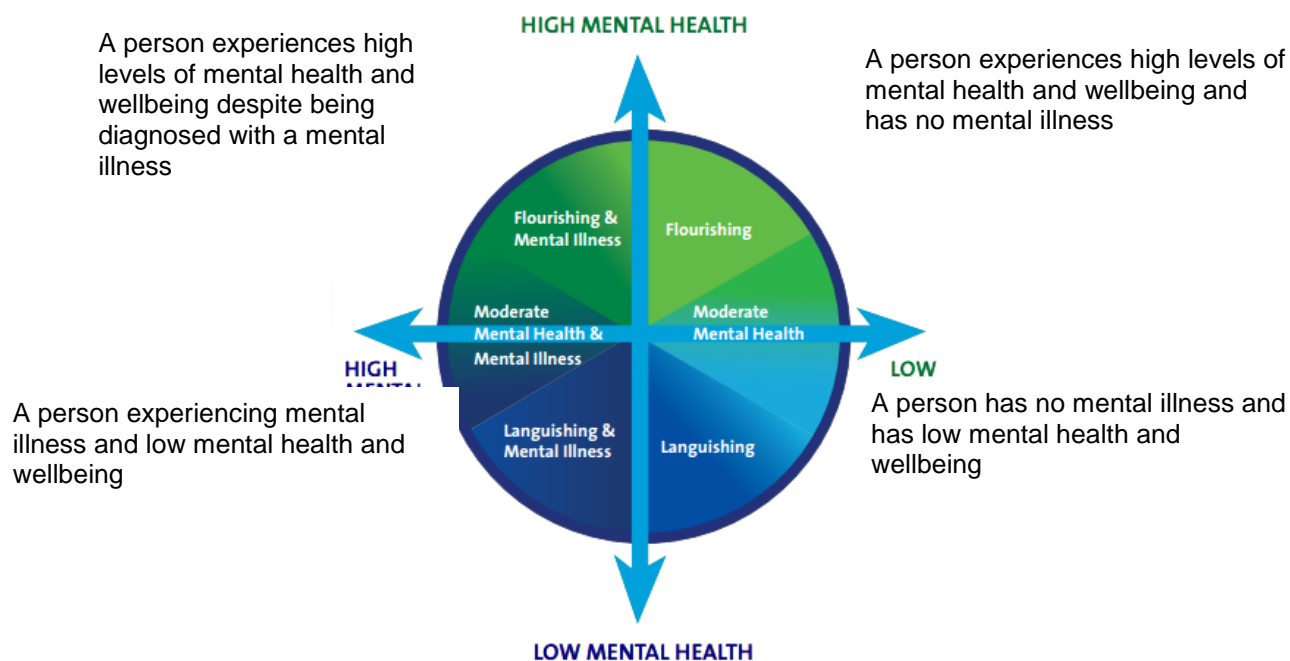
At this point, our strategy is moving from creating to maintaining workplaces that promote mental health and wellbeing (*Persistence* in the P6 Framework) by building on the programs, policies and practices that have been established and adding new initiatives and enhancements that address gaps and emerging issues.



## What Do We Know?

### ***Mental health is fundamental to overall health and wellbeing.***

Good mental health allows an individual to cope with the normal stresses of life, work productively and contribute to their workplace and community (adapted from World Health Organization). Good mental health makes us more resilient to everyday stresses and hardships and can help to reduce the risk of developing or worsening mental health problems and illnesses. When someone develops a mental health illness, they can still achieve good mental health and recovery with the right supports. The absence of mental illness does not imply the presence of mental health, or vice versa (Corey Keyes, Mental Health Continuum – see diagram below). Complete mental health means both flourishing and being free of mental illness. States other than complete mental health have been associated with limitations in activities of daily living, missed days of work, physical conditions, and greater use of acute health care services and prescription medication. (H. Gilmour, Health Analysis Division at Statistics Canada)



The goal is to promote mental health and prevent mental illness. There is no health without mental health.

A workplace that supports mental health and wellbeing:

- Integrates mental health into everyday practices
- Provides a respectful, supportive and receptive environment for employees
- Provides mental health and wellbeing promotion, prevention and anti-stigma initiatives
- Implements policies and practices to deal with bullying and harassment related issues
- Provides training for management
- Provides employee assistance programs

- Continues to evaluate and evolve business practices to reflect employee needs and wellness issues

Positive mental health improves the quality of life and is integral to overall health and well-being. There is growing recognition that improving the state of mental well-being for the whole population brings social and economic benefits to society. Since most people of working age spend a great part of their time at work, the role of the workplace in promotion of mental health and the prevention of mental illness is vital.

***Mental illness affects all Canadians.***

At some point in our lifetime, either directly or indirectly, or through a family member, friend or colleague mental illness will affect us. In any given year, it is estimated that 1 in 5 people in Canada experiences a mental health problem. The total becomes about 1 in 3 if those suffering from addictions are included.

Manulife reported **depression is the #1 by occurrence and depression related drug claims #2 (2022)**. Depression combined with mental disorders accounts for 15% of the occurrences and depression related drugs are ranked #4 when considering the cost to the drug plan.

***Mental illness and substance use disorders are the leading causes of disability in Canada.*** People with mental illness and substance use disorders are more likely to die prematurely than the general population. ***Mental illness can cut 10 to 20 years from a person's life expectancy (CAMH).***

***The disease burden of mental illness and substance use in Ontario is 1.5 times higher than all cancers put together and more than 7 times that of all infectious diseases.*** This includes years lived with less than full function and years lost to early death. It is estimated that 67,000 deaths per year are attributable to substance use in Canada. This includes:

- over 47,000 deaths attributable to tobacco, and
- nearly 15,000 deaths attributable to alcohol.

There were an estimated 14,700 opioid-related deaths in Canada between January 2016 and September 2019 (CAMH)

***Employees with alcohol and drug problems can have a significant impact on the workplace*** and negatively impact attendance, performance, behavior and safety. Furthermore, given that human rights legislation includes drug and alcohol dependencies within the meaning of disability under the Human Rights Code, employers have a legal obligation to accommodate these disabilities within their organization. The duty to accommodate requires employers to make every reasonable effort, short of undue hardship to the business, to accommodate an employee with a disability within the workplace — and this includes both drug and alcohol dependency. The duty requires a search for a “reasonable” accommodation that allows the employee to be a productive employee and safely engage in meaningful work. Such accommodations at The City could consist of but are not necessarily limited to: referral to an inpatient addiction program at Homewood Health, monitored return to work, relapse prevention support, or moving the employee to a different position (perhaps with less responsibility), or modification of the employee's schedule. Although challenging, the goal is to find the balance between the

rights of the employee and the ability of the employer to carry out its intended business without undue hardship.

**In Canada, it is estimated that approximately 21% of the population (about 6 million people) will meet the criteria for addiction in their lifetime (CAMH).** Last year (2022) eight (8) employees were admitted to the inpatient addiction program at Homewood Health. Most addiction sufferers hide their drug use from employers and coworkers, but there can be signs to suggest a problem. The City has multiple approaches to identifying and assisting employees with addiction issues through policies, training, educational talks and newsletters. The City has staff (such as RTW Services, Human Rights Services, and HSW Specialists) available to assist the workplace and individual staff with mental illness and addiction issues.

Due to its prevalence, mental illness is one of the most pervasive and difficult workplace issues faced by employers today.

### **Cost of ignoring workplace mental health issues:**

As part of the initial development of our strategy, City of Hamilton leadership met with Dr. Linda Duxbury, a leading researcher on employee well-being and mental health, and work-life balance. Dr. Duxbury and senior leadership discussed the potential costs to the organization associated with poor employee mental health that can result in:

- Increased absenteeism
- Poorer physical health
- Greater use of our health care system
- Greater use of prescription drugs
- Higher benefits costs
- Declines in creativity and innovation
- Lower levels of commitment and job satisfaction
- Higher intent to turnover
- Loss of talent, expertise and related expenses to training replacements
- Recruitment and retention problems
- Overtaxing internal services and supports (i.e. Return to Work Services, Labour Relations, Health & Safety, Leader workload, associated team workload due to absent team member)
- Reputation of the City

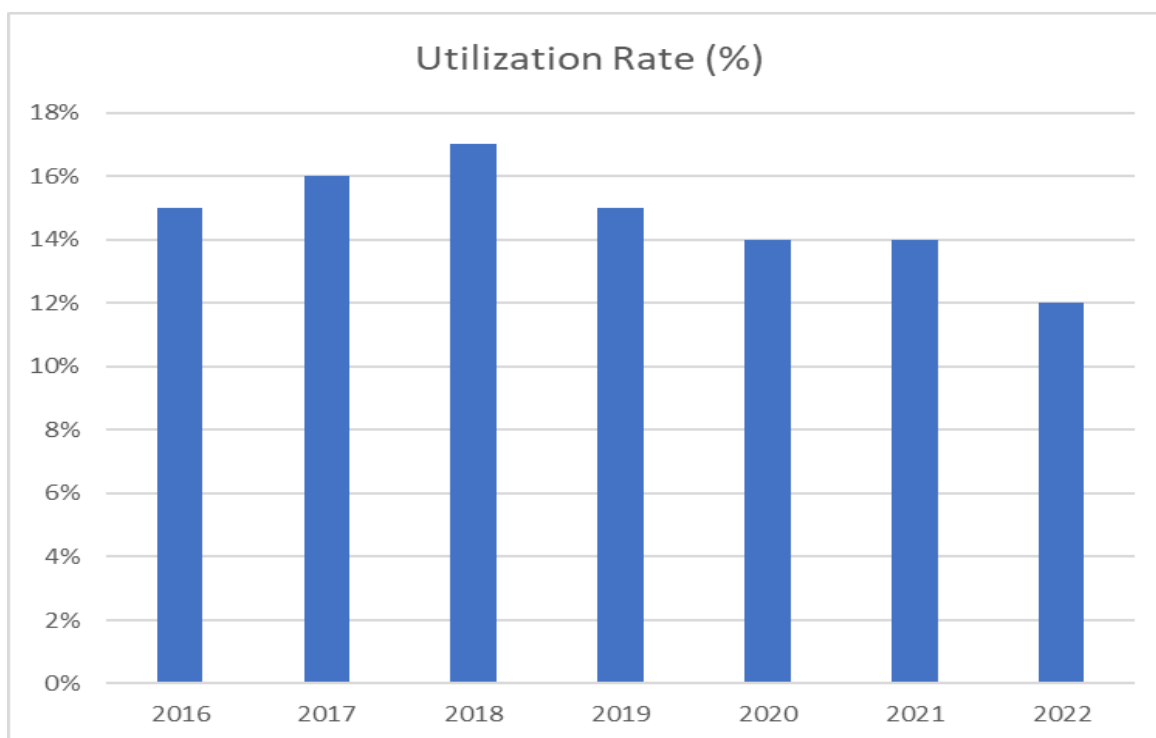
### **Key Mental Health Workplace Supports: Overview**

The *Workplace Mental Health and Wellbeing Strategy* resulted in new and enhanced resources, supports, programs and initiatives that provide a solid foundation for a workplace that supports employee mental health and well-being. These include:

- **Mental Health and Wellbeing Policy:** The purpose of this policy is to establish and maintain progressive workplace practices that promote positive mental health and wellbeing of all employees.
  - **Other policies supporting workplace mental health:**
    - Violence and harassment prevention policies
    - Flexible work arrangements including telecommuting
    - Disconnecting from Work Policy

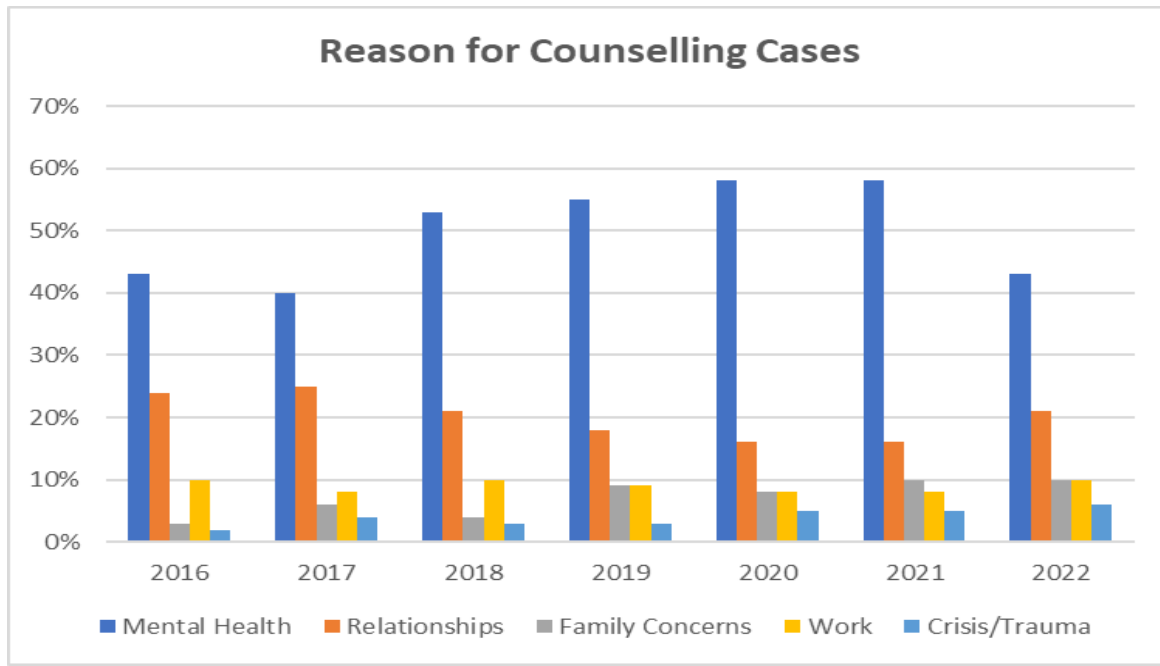
- Employee and Family Assistance Program (EFAP):** Homewood Health offers an integrated service encompassing a variety of programs that offer cognitive behavioural therapy (e.g. marital, relationship, stress, depression, anxiety, addictions, life transitions, grief, etc.), and Life Smart Coaching™ targeting a wide range of everyday challenges in areas such as finance, legal, nutrition, holistic medicine, elder care, smoking cessation, retirement, career development and more. The service is free and confidential (24/7) for employees and their dependent family members.

	2016	2017	2018	2019	2020	2021	2022
EFAP Utilization Rate (%)	15%	16%	17%	15%	14%	14%	12%



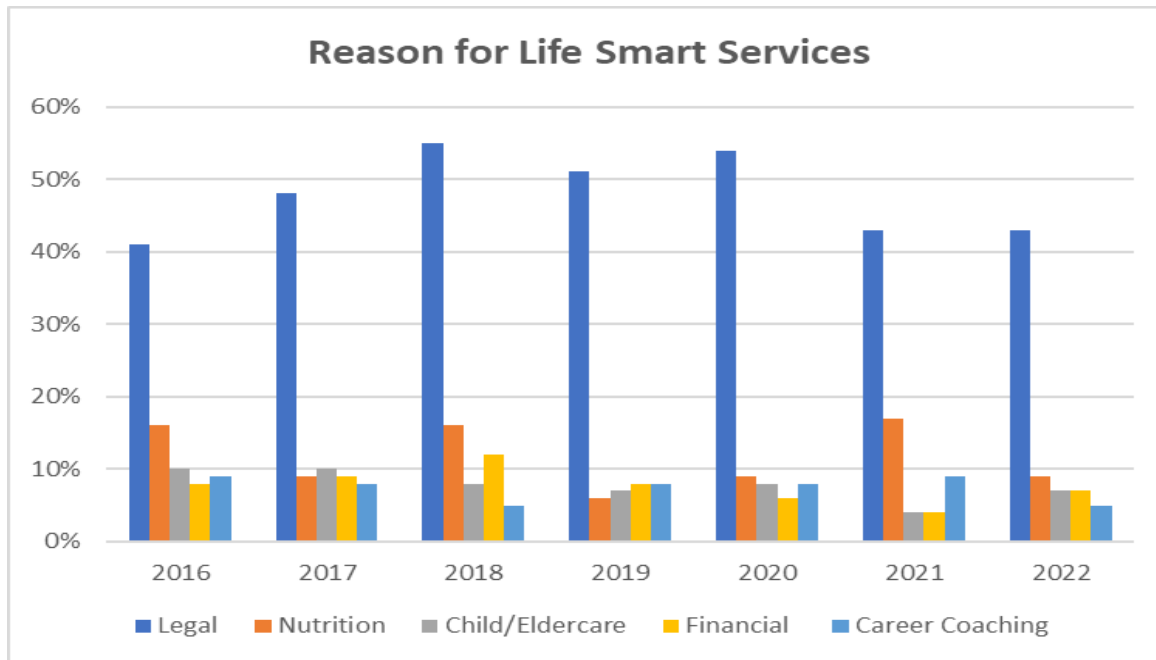
#### Reason for EFAP Counselling Cases 2016-2022

	2016	2017	2018	2019	2020	2021	2022
Mental Health	43%	40%	46%	55%	58%	58%	43%
Relationships	24%	25%	21%	18%	16%	16%	21%
Family Concerns	13%	16%	14%	9%	8%	10%	10%
Work	10%	8%	10%	9%	8%	8%	10%
Crisis/Trauma	2%	4%	3%	3%	5%	5%	6%



#### Reason for EFAP Life Smart Services 2016-2022

	2016	2017	2018	2019	2020	2021	2022
Legal	41%	48%	55%	51%	54%	43%	43%
Nutrition	16%	9%	16%	6%	9%	17%	9%
Child/Eldercare	10%	10%	8%	7%	8%	4%	7%
Financial	8%	9%	12%	8%	6%	4%	7%
Career Coaching	9%	8%	5%	8%	8%	9%	5%



Additional Services provided by Homewood Health include: Depression Care; Trauma Care; Fitness to Work Evaluation; Key Person Advice Line; Substance Abuse Assessment and Treatment.

- **LifeSpeak On Demand:** This web-based program is an expert-led online streaming video resource dealing with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics. Employees and their families can access the support they need to overcome hurdles and accomplish goals.

A good example of matching the needs of staff to just-in-time supports is the ongoing strong usage of LifeSpeak On Demand. This resource is highlighted in much of our communication to staff. Employees are engaged with the program and are accessing the content. The following is usage data for 2022:

LifeSpeak Category/Topic	Number of Users
Personal and professional development	1,677
Resilience and mindfulness	471
Mental health	296
Diversity, equity, and inclusion	116
Physical Health	88
Relationships	41
Financial Health	36
Parenting and Eldercare	34
Question of the Week	15
Total	2,774

- Top 5 modules accessed:
  1. The Leader as Coach
  2. Conflict Management 101
  3. Building Engagement and Motivation in Your Team
  4. Productivity Strategies I
  5. Navigating Difficult Conversations

- **Mental Health@Work Certificate Training for Leaders:** This certificate program was arranged through Queen's University and Mourneau Shepell (now LifeWorks) and aligns with the National Standard for Psychological Health and Safety in the Workplace. This progressive program teaches practical, empathetic and solution-focused leadership skills for managing performance and promoting workplace mental health. The program helps leaders better understand mental illness, poor mental health, stigma surrounding mental illness and its effect on individuals and workplace culture. Over the course of three modules, participants explore the business case for mental health in the workplace while improving their understanding of relevant legal, ethical and business concerns. A primary objective of this training is to increase employees' comfort level in discussing mental illness and give them the skills to improve their mental health and support each other. Since the program began at The City, 580 leaders have completed certificate training.
- **Manager's Workplace Mental Health Toolkit:** A resource for leaders that identifies available resources to help them deal with situations in the workplace that could contribute to stress and poor performance. The topics include:
  - Workplace Stress
  - Relationship Building
  - Communication (difficult conversations, discussing sensitive topics)
  - Managing workload, priorities, poor performance
  - Bullying (co-worker)
  - Interpersonal Conflict (defusing situations)
  - Managing a hybrid team
- **The Working Mind:** A training program focused on reducing stigma and increasing resiliency in employees and leaders. This training program helps everyone better understand mental illness, poor mental health and stigma. The goal of the employee session is to give practical knowledge of mental health and mental illness so staff can improve their understanding of their own mental health status, reduce stigma and negative attitudes towards people with mental health problems in the workplace, support their colleagues with mental health problems and improve their own mental health and resilience. The people leader session covers the content of the employee session as well as practical knowledge for people leaders to support the mental health and wellbeing of their employees, ensure a workplace climate that is respectful and inclusive and encourage people to seek help for mental health problems.
- **Chronic Pain Support Program:** For employees who live with chronic or ongoing physical and/or mental pain. The program provides the opportunity to learn new ways to live with chronic pain and improve the quality of life on and off the job. Staff who attended the program in the past found the discussion, tips and skills valuable for their own self-care. The program topics cover what to do when:
  - You have difficulty sleeping and feel worn out
  - You feel closed off from others
  - You feel like pain is controlling your life
  - Other discussions include: The Pain & Symptom Cycle, pacing, exercising, relaxation, action plans, problem solving, healthy eating, depression, positive thinking, working with health
  - 101 employees have participated in this program since 2014

- **Resiliency workshops:** Resiliency is a multi-faceted skill set that includes internal dialogue, past and present experiences, home and work environments, learning from past mistakes and successes, mental and physical health and the list goes on. Everyone is unique in their personal strengths and vulnerabilities when coping with every day challenges. Resiliency skill building is offered through a variety of formats, such as workshops, videos, newsletters, tip sheets, and counselling. By embracing a culture of psychological health and safety in the workplace, we are preventing mental health injuries and promoting a work environment that supports employee mental health and resiliency.
- **Respectful Workplace:** Respect in the workplace training is offered through a variety of formats, such as workshops, videos, newsletters, tip sheets, and counselling. A respectful workplace is supported by policies, campaigns and training.
- **Critical Incident Peer Support team:** Critical incidents are traumatic events that are sudden, unexpected and personally distressing. As an aspect of creating and maintaining a safe, supportive and healthy workplace, The City of Hamilton supports a Critical Incident Peer Support (CIPS) Team. The City is committed to providing an immediate, organized and professional response to critical incidents in the workplace using trained City employees who provide support to affected peers and teams. Interventions are designed to reduce negative cognitive, emotional and physiological symptoms. CIPS members hold international credentials to provide defusing and debriefing sessions to mitigate the impact of events, help to accelerate the recovery process and provide education. The CIPS Team provides additional wellness resources, information about critical incident stress to employees, and enhances awareness and education of the team's role.

CIPS Callouts				
2018	2019	2020	2021	2022
27	22	3	14	19

- **Non-violent Crisis Intervention training:** This training focuses on the prevention of violence in the workplace and offers proven strategies for safely defusing anxious, hostile, or violent behaviour at the earliest possible stage. It provides employees with a safe way to resolve situations when confronted by anxious, hostile or violent behaviour, while still protecting the important relationships with those in their care. To date 731 employees have attended this training.
- **Shifting Minds (anti-stigma campaign):** This campaign's objective is to help reduce the stigma around workplace mental health by encouraging conversation and self-reflection. There is a focus on how employees think about themselves and others and how employees seek required support. The campaign includes a video format that focuses on five areas:
  - Respect
  - Rethink
  - Reconnect
  - Renew
  - Resources





- **Workplace Mental Health Advisory Committee (WMHAC):** This committee was established to guide the implementation and evaluation of the Workplace Mental Health Strategy and aims to help reduce the stigma surrounding mental health by encouraging conversations and self-reflections in the workplace. The committee's priorities include:
  1. Support and contribute to the City's aim of providing a mentally healthy and supportive environment for all employees by reinforcing the Workplace Mental Health and Wellbeing Policy in everyday activities as well as being an active representative of the Policy's principles
  2. Actively engage in policy and strategy development, data generation, planning and evaluation
  3. Champion positive mental health and well-being in their workplaces and groups
  4. Act as a liaison for two-way communication between the Committee and the employees they represent, including departmental wellness committees
  5. Take reasonable care of their own mental health and wellbeing
  6. Assist with the selection of appropriate evaluation tools
  7. Guide, support and promote the implementation plan for the P6 framework Make recommendations on progressing the Workplace Mental Health Strategy
- **Job Design:** Identification of cognitive demands for job positions (return to work, job assessments, interviews)
- **Our People Survey (OPS):** This survey includes questions that gauge the impact of the workplace and work on employees' mental health. The survey measures the prevalence of employees who are dealing with mental health issues and their perception of the City's support in creating a psychologically healthy and safe workplace. Employees are asked a series of evidence-based questions that align with the National Standard of Canada for Psychological Health and Safety framework: Questions covered include:
  - Supervisor Support
  - Workload Manageability
  - Fair Distribution of Workload
  - Inappropriate Behaviors Not Tolerated
  - Importance of Mental Health

Overall, the City had positive results in the areas related to Health, Safety and Wellness. The index average was 73.4% for Psychological Health. The overall Psychological Health Wellness score is based on the average of the following four (4) statements:

1. Overall, I feel physically safe at work
2. Work is distributed fairly within my work area/team
3. My direct supervisor(s) would be supportive if I were dealing with personal or family issues
4. Overall, I feel psychologically safe at work (e.g. safe from psychological or emotional harm)

The results indicate that most respondents feel positive about Health, Safety and Wellness at the City of Hamilton.

- **Corporate Wellness Newsletter:** Communication throughout the year pertaining to service provider services, resources, events, training and more. Mental health promotion and stigma reduction campaigns are also held annually in May and October.

## Key Considerations

The following factors have been identified as impacting overall employee health and present opportunities to develop new approaches and resources as part of our strategy moving forward.

### 1. Stigma and discrimination persist

Stigmatization associated with mental illness may prevent employees from seeking medical treatment and, in the workplace, the fear of being ostracized may deter employees from seeking accommodation.

More than 2 in 5 Canadians believe that their career options would be limited if they had a mental health issue, and their workplace was aware (LifeWorks-The Mental Health Index, Dec. 2021).

In a 2019 survey of working Canadians:

- 75% of respondents said they would be reluctant – or would refuse – to disclose a mental illness to an employer or co-worker.
- ***Respondents were nearly 3 times less likely to want to disclose a mental illness like depression than a physical one like cancer.***
- Top reasons for this reluctance were:
  - the belief that there is stigma around mental illness,
  - not wanting to be treated differently or judged, and
  - being afraid of negative consequences, such as losing one's job.
- However, 76% of respondents stated that they themselves would be completely comfortable with and supportive of a colleague with a mental illness (Centre for Addiction and Mental Health)

### 2. Respectful relationships are essential to the organization's bottom line

In a 2022 survey of 3000 Canadians by LifeWorks -The Mental Health Index, co-worker relationships are contributing to the effort employees put into their work:

- 25% of respondents indicated that relationships with co-workers most positively impact the effort given to their work.
- 15% of respondents indicated their mental health and wellbeing positively impacts the effort given to their work, and 12% indicated the relationship with their manager has the most positive impact on their work effort.

### **3. The mental health of Canadian workers is heavily impacted by how well they trust their employer**

- 1 out of 5 Canadians believe trust between employees and their employer has decreased compared to before the pandemic. Additionally, those who report a decline also have the lowest mental health score, more than eight points below the national average.
- Nearly half (46%) of those who report a decline in trust cite a change in workplace culture as the top reason, followed by perceived changes in the handling of employee wellbeing support (43%) and communication (30%).
- Higher mental health scores are among those who report improved trust.
- 11% of respondents indicate the level of recognition received most positively impacts the effort given to their work.

### **4. Covid-19 affected employee mental health**

The pandemic resulted in many changes for employees and our community. Notably, a negative impact on employee mental health and overall wellbeing.

Mental health/illness continued to be the most frequent diagnostic category, representing 40% of all disability claims. This percentage was slightly above the industry comparison group at 38%. LTD mental health claims (38%) were attributed to a primary diagnosis of depression. (Refer to HUR22003)

The City noted a dramatic increase in accessing health and wellbeing training for mental health, physical conditions, stress management and parenting issues in the first year of the pandemic. (Refer to HUR21001/FCS21026, 2020)

The impact of the pandemic on our mental health and overall wellbeing will be a key factor for employers to consider in their strategic business practices for years to come. “Today’s workplace is being tested. The data shows how critically important it is for organizations to be intentional about making employee wellness a priority, and to be mindful of the relationship between culture and employee trust (TELUS Health Chief Operating Officer, Michael Dingle, The Mental Health Index Report, 2022).”

It is important to recognize the impact of the extended period of pandemic restrictions, changes to work and home routines, and isolation has had on the mental health and wellbeing of our employees. At the end of 2021, the mental health of the population (Canadian workers) was equal to the most distressed 4% of the pre-pandemic benchmark population. This negative mental health trend continued throughout 2022, with employees still reporting they are experiencing increasing strain resulting in unfavorable mental health scores (LifeWorks, The Mental Health Index, Nov. 2022). Staff at all levels of the organization have experienced anxiety and stress and continue to need support to respond positively to challenges at work and at home. Continued supports are critical as we move into our recovery plan. (Refer to HUR21013)

## 5. Leaders are a vulnerable group

The mental health scores of managers have been lower than non-managers and lower than the overall Canadian average (LifeWorks-The Mental Health Index-2021 year in review).

- Nearly half of managers would feel more negatively about themselves if they had a mental health issue, compared to a third of non-managers.
- Managers are more likely to report an improved relationship with their work peers and with their leaders compared to nonmanagers.
- Managers are nearly 40% more likely to report increased job stress than non-managers.
- Managers are more than 70% more likely than non-managers to have concerns about their mental health and their ability to cope or indicate that they feel in crisis.

## 6. Employees who are also parents are an at-risk group

Parents are nearly twice as likely as non-parents to report that the COVID-19 pandemic has a negative impact on their mental health (LifeWorks-The Mental Health Index-2021 year in review).

Parents report more substance use than non-parents and indicate an impact on their work and home lives.

- Nearly 1 in 5 parents are concerned for the mental health of their child(ren).
- 64% of parents work when feeling unwell at least one day per week compared to 36% of non-parents.
- Parents are more than 40% more likely than non-parents to report wanting flexibility in work location and 30% more likely to report wanting flexibility in work hours.
- Parents are more than 50% more likely than non-parents to be in crisis or to have concerns about their ability to cope (LifeWorks-The Mental Health Index-2021 year in review).

## Moving Forward

Our organizational culture must support open and frank discussions about the mental health needs of the workforce while they are at work; no amount of allocated days off or other approaches will truly impact the workforce in any meaningful way without staff seeing leaders actively committing to a healthier workplace environment and those strategies embedded in everyday business practices.

From Janette Smith, City Manager

“...As we continue to work hard to provide important services to our community, I want to make sure we’re also taking care of ourselves. Please continue to pay attention to your own mental and physical health needs as you move through your work days, balance family obligations, etc.

Here are some tips for staying well that I personally find important:

- *Staying physically active.* Finding ways to move and keep active at home and outside while still maintaining physical distancing
- *Eating well.* Cooking healthy meals at home or supporting our local restaurants by ordering meals for curbside pickup, take out or delivery
- *Staying connected.* Using our technology to maintain important social connections
- *Taking some downtime.* Making sure that when you're not working, you're getting rest, enjoying your favourite activities that support your relaxation, etc.

If things start to feel overwhelming, just a reminder that there are resources that can help. ...Let's take good care of ourselves first and foremost so that we can continue to support one another and our community as we move through this challenging time together."

Comments from LifeWorks global leader and senior vice president, research and total wellbeing, Paula Allen, The Mental Health Index, 2022:

"..., we have clearly seen that employees who work for organizations that support employee mental health, have better mental health scores than employees who work for organizations that do not. The support includes the provision and promotion of mental health services, but the current data clearly shows that workplace culture also plays a strong role...that starts with awareness and leader training."

The **Workplace Mental Health Strategy** was developed to address mental health in the workplace. At work, mental health issues can significantly decrease a worker's productivity, increase absenteeism and negatively impact the organization's culture, reputation and bottom line. As a result, such impacts must be addressed with a view to mitigating factors contributing to mental health issues.

As we worked through the Workplace Mental Health and Wellbeing Framework and created a foundation for a workplace that supports employee mental health and wellbeing, the focus now is on *Persistence*: reinforcing and embedding the outcomes from the previous cycle, while looking for opportunities for continuous improvement.

As we move forward into the stage of *Persistence*, we are focusing on the following areas:

<b>Embedding the Strategy into Our Culture</b>			
<i>Living this strategy daily is critical in improving the overall health of employees, facilitating healthy and safe returns to work, and ensuring that both physical and psychological health and safety are taken into consideration.</i>			
<b>Initiatives</b>	<b>Actions</b>	<b>Evaluation Method</b>	<b>Indicators of Success</b>
Update the Mental Health and Wellbeing Policy	In 2023: <ul style="list-style-type: none"> <li>Update the policy to reflect our current state and best practices</li> <li>Obtain SLT and Council approval</li> <li>Communicate to staff</li> </ul>	<ul style="list-style-type: none"> <li>HSW team to confirm the document is updated to reflect our current state and best practices through research and discussion with other municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Policy is reviewed, updated and approved by SLT and Council</li> <li>Updated policy document is communicated to staff</li> </ul>
Evaluate hybrid work models that allow working from home arrangements	During 2023-2025: <ul style="list-style-type: none"> <li>Include in Our People Survey (OPS)</li> <li>Provide recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Add questions pertaining to the impact of work from home arrangement on employees in OPS</li> <li>Human Resources to identify best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario</li> </ul>	<ul style="list-style-type: none"> <li>Questions pertaining to work from home arrangements are added to OPS</li> <li>Confirm and identify best practices by benchmarking with other municipalities</li> <li>Use the results of OPS and benchmarking to inform next steps on work from home arrangement and related supports</li> </ul>
Keep positive mental health and wellbeing at top of employee's mind	During 2023-2026: <ul style="list-style-type: none"> <li>Create monthly Mental Health Moments</li> <li>Align communications with national mental health awareness days/weeks/months</li> </ul>	<ul style="list-style-type: none"> <li>Track "hits" on eNET and HOWI monthly mental health communication</li> <li>Track any comments from staff pertaining to mental health communications</li> </ul>	<ul style="list-style-type: none"> <li>"Mental Health Moments" communication is implemented each month in alignment with national communication awareness events</li> <li>Tracking "hits"</li> <li>Tracking anecdotal comments</li> </ul>
Enhance supports by incorporating Inclusion, Diversity, Equity and Accessibility (IDEA)	During 2023-2026: <ul style="list-style-type: none"> <li>Remove barriers to access</li> <li>Provide culturally appropriate initiatives and communication</li> <li>Engage equity-deserving groups</li> </ul>	<ul style="list-style-type: none"> <li>Engagement surveys</li> <li>Meetings with diverse groups</li> <li>Program review</li> </ul>	<ul style="list-style-type: none"> <li>Access to resources by equity-deserving groups</li> <li>Changes that removed barriers to programs</li> </ul>
Integrate strategy into a broader Employee Wellness Strategy	During 2023-2024: <ul style="list-style-type: none"> <li>Establish Workplace a Wellness Advisory Committee</li> <li>Create a wellness strategy</li> <li>SLT approval is received.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a committee composed of stakeholders from across the organization including departmental and union leadership and Human Resources</li> <li>Develop a wellness strategy and present to SLT for feedback and approval</li> </ul>	<ul style="list-style-type: none"> <li>Committee is established and meeting quarterly</li> <li>Wellness strategy is approved by SLT</li> </ul>

<b>Leadership Support</b>			
<i>Leadership is expected to model and support these activities daily through various modalities: team meetings, education, participation, active acknowledgement of mental health and wellbeing being a priority.</i>			
<b>Initiatives</b>	<b>Actions</b>	<b>Evaluation Method</b>	<b>Indicators of Success</b>
Create People Leader training	During 2023-2025: <ul style="list-style-type: none"> <li>• Deliver Mental Health Leadership Certificate Program</li> <li>• Continue The Working Mind (TWM) program</li> <li>• Create new modules delivered through the Learning Management System platform</li> </ul>	<ul style="list-style-type: none"> <li>• Track the number of employees and leaders participating in training</li> <li>• Track new learning modules that are created</li> <li>• Elicit feedback on training through a survey</li> </ul>	<ul style="list-style-type: none"> <li>• New learning are modules created</li> <li>• Working group is created to determine best practices for evaluating the effectiveness of training</li> </ul>
Develop supports for mental health-related action plans arising from Our People Survey	During 2023-2024: <ul style="list-style-type: none"> <li>• Review the action plans</li> <li>• Identify common challenges and opportunities</li> <li>• Create new tools and resources to assist teams in meeting goals of their action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Track the number of supports developed related to OPS review</li> <li>• A comparison of subsequent OPS results will provide an indicator of ongoing and new successes/challenges/ trends</li> </ul>	<ul style="list-style-type: none"> <li>• Action plans are reviewed</li> <li>• Challenges and opportunities are identified</li> <li>• Supports are developed and tracked for yearly comparison of trends in challenges/improvements</li> </ul>

<b>Employee Accountability</b>			
<i>Staff are accountable for taking advantage of supports available to ensure workplace wellness is a key priority for themselves and their coworkers.</i>			
<b>Initiatives</b>	<b>Actions</b>	<b>Evaluation Method</b>	<b>Indicators of Success</b>
Raise awareness of supports available to employees with caregiver responsibilities	During 2023: <ul style="list-style-type: none"> <li>• Identify supports available through existing workplace policies, leaves, Employee &amp; Family Assistance Program and other sources</li> <li>• Create an awareness package</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a metric to capture staff awareness of the supports available to them</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness supports are developed</li> <li>• Awareness supports distributed 4 times per year</li> <li>• Working group is created to determine best practice for evaluating effectiveness of training</li> </ul>
Increase knowledge of de-escalation techniques	During 2024-2025: <ul style="list-style-type: none"> <li>• Promote Non-violence Crisis Intervention training</li> <li>• Augment with new customized program that can be delivered with shorter duration</li> </ul>	<ul style="list-style-type: none"> <li>• Track the number of participates</li> <li>• Develop a survey to determine the effectiveness of training</li> </ul>	<ul style="list-style-type: none"> <li>• Customized in-house program is developed</li> <li>• Customized in-house program is implemented</li> <li>• Track the number of sessions</li> <li>• Working group is created to determine best practices for evaluating effectiveness of training</li> </ul>

Update the existing Zero Tolerance Program	During 2023-2024: <ul style="list-style-type: none"> <li>• Re-establish an advisory group</li> <li>• Develop a program applicable to staff and public</li> <li>• SLT and Council approval is received.</li> <li>• Communicate to staff and public</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the number of violations of this policy</li> </ul>	<ul style="list-style-type: none"> <li>• New workplace harassment policy is finalized</li> <li>• Revised program and communication strategy is finalized.</li> <li>• Checklists are implemented that staff can use to assess their individual and group respectfulness and civility in order to build better working relationships on their teams</li> <li>• Tracking system is developed and implemented to monitor number of violations</li> </ul>
--	--	---	--

<b>Facilitating Access to Key Resources</b>			
<i>Staff are made aware of resources through ongoing communication and provided with straightforward access to the resources when they need them.</i>			
<b>Initiatives</b>	<b>Actions</b>	<b>Evaluation Method</b>	<b>Indicators of Success</b>
Centralize on-line resources	During 2023-2025: <ul style="list-style-type: none"> <li>• Identify all online resources</li> <li>• Assemble in dedicated area(s)/platform(s)</li> <li>• Communicate availability to staff</li> <li>• Ensure resources are available for those employees without at-work computer access</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of this task is confirmed</li> </ul>	<ul style="list-style-type: none"> <li>• On-line resources identified</li> <li>• On-line resources assembled in dedicated area(s)/platform(s)</li> <li>• Centralization communicated to employees quarterly</li> <li>• Working group established to determine how resources can reach employees without computer access</li> </ul>
Develop guidance documents for stakeholders involved in current employee mental health disability management	During 2023-2025: <ul style="list-style-type: none"> <li>• Create guidance documents to support management of mental health related absences and reduce time away from work</li> <li>• Identify opportunities to facilitate employee access to specialized care</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm guidance documents are developed during the designated time period</li> <li>• Assess the efficacy of tools via survey to stakeholders involved in this process</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices for employee mental health disability management are identified by benchmarking with other municipalities</li> <li>• Guidance documents are developed</li> <li>• Guidance documents are implemented</li> <li>• Working group is established to determine the process to assess the efficacy of new guidance documents– develop a survey</li> </ul>
Research application of Peer Support resources into areas outside of current programs	<ul style="list-style-type: none"> <li>• 2024-2026</li> <li>• Review of Peer support programs in Hamilton Fire Department and Hamilton Paramedic Services</li> <li>• Identify opportunities to apply similar models to other workgroups</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources to identify best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarking with other municipalities is completed</li> <li>• Working group is established to determine next steps in developing and implementing peer support resources</li> </ul>





Hamilton

# WORKPLACE MENTAL HEALTH AND WELLBEING STRATEGY

## 2023-2026

May 18, 2023



# Maintaining Workplaces that Promote Mental Health and Wellbeing

# Mental Health and Well-being

*“Mental health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. It is an integral component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships and shape the world we live in. Mental health is a basic human right. And it is crucial to personal, community and socio-economic development.”*

World Health Organization

3

# Impact of ignoring workplace mental health issues:

- Increased absenteeism
- Poorer physical health
- Higher benefits costs
- Lower levels of commitment and job satisfaction
- Recruitment and retention problems
- Declines in creativity and innovation



- Dr. Linda Duxbury

# Building on our Strategy

- Aligned with Canadian Standard for workplace psychological safety and Mental Health Commission of Canada framework



Policy

Planning

Promotion

Prevention

Process

Persistence



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

# P6 Framework

# Guiding Principles

- The strategy and programs are based on evidence-based best practices
- The strategy aligns with our Inclusion, Diversity Equity and Accessibility work
- Employee mental health and wellbeing is a key consideration in decision making
- Everyone in the workplace has a role to play in creating and maintaining a workplace that promotes mental health and wellbeing
- Each employee has responsibility for their own health and behaviour
- Creating a workplace that supports mental health and wellbeing is only possible if aligned with our Culture Pillars
- Sensitive employee health information will remain confidential

# Goals of the Strategy

- Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
- Provide **people leaders** with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
- Provide **employees** with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
- Future Proof our investments in mental health



# What Actions Have We Taken?

- Mental Health and Wellbeing Policy, approved and Workplace Mental Health Advisory Committee established
- Flexible work; work from home; disconnecting from work policies
- Annual Anti-stigma Campaigns, e.g., Shifting Minds – Video Campaign
- New Critical Incident Peer Support teams

# What Actions Have We Taken?

- Increased employee medical benefits for psychological services and access to depression and trauma services through EFAP
- In-house Employee Chronic Pain Self-management Program
- Staff workshops on mental health topics
- Benchmarking with other municipalities

# What Actions Have We Taken?

- LifeSpeak, online mental health and wellbeing platform
- Our People Survey (OPS), 2017 and 2021, included employee mental health and wellbeing
- Mental Health@Work Certificate Training for leaders and The Working Mind employee training
- Respectful workplace training required for all employees

# Where Are We At?

- Stigmatization associated with mental illness persists in society.
- Respectful relationships are essential.
- Mental health of workers is heavily impacted by how well they trust management.
- Covid-19 affected employee mental health.
- Leaders are a vulnerable group.
- Employees who are also caregivers are at-risk.

12

Policy

Planning

Promotion

Prevention

Process

Persistence

Sustainment of effective actions in a process of continuous improvement

Future Proof our Investments

# Moving Forward 2023-2026

- Embedding the Strategy into Our Culture
- Leadership Support
- Employee Accountability
- Facilitating Access to Key Resources



QUESTIONS?





9.1(a)

Hamilton**Minutes 23-001****Hamilton Women and Gender Equity Committee****Thursday, January 26, 2023****6:00 p.m.**

**Due to the COVID-19 and the Closure of City Hall All electronic meetings can be viewed at: City's YouTube Channel:**

**<https://www.youtube.com/user/InsideCityofHamilton>  
Virtual Meeting**

---

**Present:** Deanna Allain, Gagan Batra, Melanie Cummings, Anna Davey, Autumn Getty, Adriana Harris, Jan Lukas, Pascale Marchand, Kathleen Shannon, and Yulena Wan

**Regrets:** Michelle Hutton, Heather Platt, Stephanie Scardellato and Julie Turner

**Also**

**Present:** Morgan Stahl, Director of Government Relations and Community Engagement  
Loren Kolar, Legislative Coordinator

**1. CEREMONIAL ACTIVITIES****(i) Land Acknowledgement**

D. Allain provided the Land Acknowledgement.

**2. APPROVAL OF THE AGENDA (ITEM 2)**

The Clerk advised Committee of the following changes to the agenda:

10. DISCUSSION ITEMS

10.4 Citizen Committee Report respecting Gender Lens Budgeting

**(Batra/Harris)**

That the agenda for the January 26, 2023 meeting of the Hamilton Women and Gender Equity Committee, be approved, as amended.

**CARRIED**

**3. DECLARATION OF INTEREST (Item 3)**

None.

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)**

**(i) December 22, 2022 (Item 4.1)**

**(Batra/Harris)**

That the Hamilton Women and Gender Equity Committee approve the Minutes of December 22, 2022, as presented.

**CARRIED**

**5. COMMUNICATIONS (Item 5)**

**(i) Audit, Finance and Administration Committee Report 22-016, Item 5 (b), as Amended by Council, September 28, 2022 respecting Confidential Interview Questions for the Hamilton**

## **Police Services Board Selection Committee (Item 5.1)**

### **(Getty/Harris)**

That the Audit, Finance and Administration Committee Report 22-016, Item 5 (b), as Amended by Council, September 28, 2022 respecting Confidential Interview Questions for the Hamilton Police Services Board Selection Committee, be received.

## **6. DISCUSSION ITEMS (Item 10)**

### **(i) Review of the Citizen Committee Report regarding feedback on the Procedural Handbook (Item 10.1)**

The Committee provided the following feedback:

The City of Hamilton Women and Gender Equity Advisory Committee recommends that Council, with the support of staff, consider the following items of feedback respecting the Procedural Handbook, and ensure that commitments listed by the city and staff are upheld.

The document's table of contents and references to by-laws and other pieces of legislation should include hyperlinks for ease of access in electronic format.

Additionally, the document should be available in a plain language format, recognizing that the format and legalese creates a barrier to engagement and ensuring all committee members understand their roles and commitments.

Should council members or staff require additional information related to any of the mentioned feedback, the committee is prepared to provide additional reports or attend meetings to respond to questions.

The following items of feedback were identified by members of the Women and Gender Equity Advisory Committee through working group sessions:

- Page 10: regarding the appointment and recruitment process, there should be a commitment by the City of Hamilton to provide recruitment information to community partners and organizations, with particular focus on encouraging members of marginalized communities to apply, in line with a focus on equity, diversity, and inclusion in the recruitment process.
- Page 12: regarding member training, it is imperative that the City Clerk ensure existing and new members of the committee receive training, as new members to this committee beginning early 2022 did not receive most of the listed training, or materials related to it.

In the sharing of training information and reference documents, it should be readily available and easily accessible for both committee members and the general public to access, including having such information available on the City of Hamilton website along with up-to-date committee information. The City Clerk should have a commitment and procedure to monitor their fulfilment of training and reference documents

provided. Committee members feel that training and orientation has been minimal and insufficient, causing confusion and limiting engagement and the development of action items in formal meetings. Providing additional training in procedure, meeting format, and how to prepare documents such as Citizen Committee Reports or Meeting Minutes would be helpful to effective operation and success.

- Page 14: regarding council representatives on advisory committees, there should be a commitment of attendance, or otherwise a process to allow committees to request another council representative if attendance becomes a challenge. The Women and Gender Equity Advisory Committee has only had a council representative attend one meeting since the beginning of its current term.
- Page 21: regarding consultation on staff reports, this is a practice that has not taken place during this term of the committee. Staff should be committed to utilizing advisory committees for feedback on reports on a frequent and consistent basis, and members of council should be encouraged to directly request staff consult with advisory committees to ensure this takes place. In the absence of this practice, citizen advisory committees often lack notice and necessary time to review documents and generate reports and feedback before items are reviewed by members of council. Again, there should be a commitment by staff to regularly and consistently consult with

advisory committees, and a procedure to ensure the commitment is maintained.

- Page 23: regarding calls to vote, there is no mention of an option to abstain from votes and how they would be recorded. If there is no abstention option for members, it should be clearly stated along with reasoning in this handbook.
- Page 33, regarding public notice of citizen member vacancies, these again should be shared with community organizations with a focus on equity, diversity, and inclusion.

**(Harris/Gagan)**

- (a) That the feedback from the Hamilton Women and Gender Equity Committee, respecting the Procedural Handbook, be referred to the Clerks Office and the Audit Finance and Administration Committee, and that the Chair be present to speak to and answer questions regarding the report at the standing committee meeting; and
- (b) That the Citizen Committee Report regarding feedback on the Procedural Handbook, be approved.

**CARRIED**

**(ii) Review of the Citizen Committee Report regarding Feedback on the Code of Conduct (Item 10.2)**

The Committee provided the following feedback:

- Page 41: regarding the statement, “This Code of Conduct is to be given broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein. Commentary in this Code is illustrative and not exhaustive.”, the committee feels that the Code of Conduct should be explained more thoroughly and in plain language to prevent interpretation which extends beyond the understanding of the public and volunteer advisory committee members.
- Page 43: regarding confidential information, more information is needed to establish exactly what is considered to be confidential, how members can be aware of what the board of city is prevented from disclosing, and how the rule differentiates between items discussed in a closed meeting and information that is already publicly available. There should be a clear system to label and identify confidential information to local boards. Information related to confidentiality for members of council is much clearer in their code of conduct compared to this proposed code for volunteers.
- Page 44: regarding member conduct, more clarity is needed to provide committee members with information on how the City of Hamilton can require decorum “at all times”. For instance, if political protest is a charter protected right, but is not considered conducting oneself with decorum, more clarity is needed to confirm if a volunteer advisory committee member may face consequences or penalties.
- Page 44-45: regarding media communications, the

committee was previously told that the chair could not speak to media without approval from the committee they report to, which does not appear to be the case in the code of conduct. There is no information on the ability of the Chair to speak to media and what, if any, approval is required, or what limitations, if any, exist as part of such media communication. The commentary also identified that the rules of decorum apply to social media, and recommend that members “should consider articulating and posting their own policy of addressing how frequently they will monitor the site for the purpose of identifying and removing disparaging, abusive or hateful comments.” It is in the opinion of the advisory committee that the City of Hamilton should not be applying rules of decorum to volunteer committee members on their personal social media accounts, or outside of their duties as committee members, as it may infringe on their rights to expression and political protest. Further, it is unreasonable to apply responsibility for filtering hateful and abusive comments on the posts of volunteer advisory committee members. The City of Hamilton should not expect anyone to read through abusive and hateful comments on personal social media as part of code of conduct, and especially should not do so without providing support and resources for the additional harm such exposure to hate and abuse can cause.

- Page 45: regarding the expectation that members “adhere to and encourage public respect for the Local Board, the municipality and its by-laws, policies and procedures”, the committee feels the



Code of Conduct must provide clearer definitions or respect and what is considered disrespectful. Further to this, more clarity is needed to ensure members understand whether their rights to expression and political protest will be restricted or prohibited when agreeing to volunteer on a citizen advisory committee.

- Page 45: regarding the workplace harassment and violence policies in place for staff, members of this advisory committee have not received copies of such policies, and these policies, in addition to the code of conduct, must be easily and readily available to members so they can comply.
- Page 46: regarding the advice to consult the integrity commissioner if members seek clarification, there should be direction or information on who or how to contact the integrity commissioner included in the code of conduct.
- Page 46: the formatting of "Part 2" to include additional context for previously mentioned rules and the addition of new rules makes this part of the document particularly difficult to read and follow, and revision may be needed.
- Page 47: regarding the consequences of failure to adhere to code of conduct, and in addition to the aforementioned feedback on this item, "reprimand" must be clearly defined, and this section must clearly identify what reprimand and remedial actions will look like for volunteer citizen committee members.

- Page 49: the numbering of the items on this page include two separate items numbered as 4, rather than a continued sequential order. More clarify is needed on the operating procedure regarding any requirements for approval that are needed before a chair can speak to media on behalf of the committee, and what restrictions might be in place for such engagement.
- Page 53: regarding the note at the bottom of the page, the Chair or Vice-Chair and the Secretary have never signed the meeting minutes in practice on this committee, and more clarification is needed on if digital signatures would be acceptable if this is now going to be required, considering the hybrid operation of most committees.

**(Harris/Marchand)**

- (a) That the feedback from the Hamilton Women and Gender Equity Committee, respecting the Feedback on the Code of Conduct, be referred to the Clerks Office and the Audit Finance and Administration Committee, and that the Chair be present to speak to and answer questions regarding the report at the standing committee meeting; and
- (b) That the Citizen Committee Report regarding Feedback on the Code of Conduct, be approved.

**CARRIED**

**(iii) Women of Distinction Awards, March 2, 2023 – discussion & table purchase (Item 10.3)**

**(Marchand/Shannon)**

That the HWGEC committee approve the purchase of 2 tables, to a maximum amount of \$3000, with \$1500 from the Operating Budget and \$1500 from the Reserve Fund for the 2023 Women of Distinction Awards.

**CARRIED**

**(Cummings/Getty)**

That the remaining funds from the WGEC 2022 budget be allocated to the 2022 Reserve for the committee, to the maximum amount.

**CARRIED**

**(iv) Citizen Committee Report respecting Gender Lens Budgeting (Added Item 10.4)**

**(Lukas/Getty)**

- (a) That the City of Hamilton consider applying a gender lens to the City of Hamilton for the 2023 Operational Budget, with implementation in the 2024 Operational Budget;
- (b) That the City of Hamilton continue to promote gender equity in society through the operational budget, in support of the City of Hamilton's 2016-2025 Strategic Plan, including economic prosperity and growth, healthy and safe communities, clean and green, built environment and infrastructure, and culture and diversity;
- (c) Consider gender and diversity in taxation and resource allocation decisions; and

- (d) That the Citizen Committee Report be approved, and referred to the Audit, Finance and Administration Committee for consideration.

**CARRIED**

## **7. PRIVATE AND CONFIDENTIAL (Item 14)**

### **(Davey/Getty)**

That the Hamilton Women and Gender Equity Committee move into Closed Session respecting Item 14.1, Pursuant to Section 9.1, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

### **(i) Confidential Interview Questions for Police Services Board Selection Committee**

#### **(Getty/Harris)**

That staff be directed to forward the confidential interview questions from the Hamilton Women and Gender Equity Committee to the Police Services Board, and that the questions remain confidential.

## **8. ADJOURNMENT (Item 15)**

### **(Marchand/Wan)**

That the Hamilton Women and Gender Equity Committee be adjourned at 7:34pm.

**CARRIED  
Respectfully,**

**Deanna Allain, Chair  
Women and Gender Equity  
Advisory Committee**



9.1(b)

Hamilton**Minutes 23-02****Hamilton Women and Gender Equity Committee****Thursday February 16, 2023****6:00pm-8:00pm****All virtual meetings can be viewed at the  
City's YouTube Channel:****<https://www.youtube.com/user/InsideCityofHamilton>  
Virtual Meeting**

---

**Present:** Deanna Allain, Melanie Cummings, Adrianna Harris, Michelle Hutton, Jan Lukas, Pascale Marchand and Kathleen Shannon.

**Regrets:** Gagan Batra, Anna Davey, Autumn Getty, Heather Platt, Stephanie Scardellato and Yulena Wan.

**Also Present:** Morgan Stahl, Director of Government Relations and Community Engagement and Jocelyn Strutt, Senior Project Manager and Public Engagement Specialist.

---

**1. CEREMONIAL ACTIVITIES****1.1 Land Acknowledgement**

D. Allain provided the Land Acknowledgement

**2. APPROVAL OF THE AGENDA (ITEM 2)**

The Chair advised the committee of the following additions to the agenda:

10. DISCUSSION ITEMS

10.1 Citizen Committee Report respecting Barriers to the Volunteer Advisory Committees' Ability to Fulfil its Mandate – REVISED

10.2 Update on Citizen Committee Report on Gender Equity Budgeting

10.3 Clarification respecting rules, guidelines, formatting, and limitations in the development of Citizen Committee Reports

**(J. Lukas / K. Shannon)**

That the agenda for the February 16, 2023 meeting be approved, as amended.

**CARRIED**

**3. DECLARATION OF INTEREST (ITEM 3)**

None.

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING (ITEM 4)**

**i. January 26, 2023 (Item 4.1)**

**(K. Shannon /A. Harris)**

That the Hamilton Women and Gender Equity Committee approve the Minutes of January 26, 2023 as amended.

**CARRIED**



## **5. COMMUNICATIONS**

### **(i) Resignation from the Women and Gender Equity Advisory Committee (Item 5.1)**

#### **(A. Harris / M. Cummings)**

That the resignation of Julie Turner from the Women and Gender Equity Advisory Committee, be received.

**CARRIED**

## **6. STAFF PRESENTATIONS (ITEM 9)**

### **(i) Hamilton Street Railway "Take the Wheel" Campaign (item 9.1)**

Sadhna Jayatunge, Hamilton Street Railway Coordinator, Transit Customer Experience and Innovation, Public Works, City of Hamilton addressed Committee with information regarding their "Take the Wheel" campaign on International Women's Day March 8, 2023, 6-8pm at Mohawk College and their efforts to recruit more female drivers for the HSR.

#### **(P. Marchand / J. Lukas)**

That the Presentation respecting the Hamilton Street Railway "Take the Wheel" Campaign, be received.

**CARRIED**

## **7. DISCUSSION ITEMS (Item 10)**

### **(i) Citizen Committee Report respecting Barriers to the Volunteer Advisory Committees' Ability to Fulfil its Mandate – REVISED (Added Item 10.1)**

**(P. Marchand/M. Cummings)**

- (a) Let the record reflect that the committee has a report disallowed from the public agenda or discussion in open session, following an email sent to the Chair less than an hour before the meeting, and the citation of an unnamed HR policy and by-law 10-053 during the meeting. The report, as amended, was referred to the March 23, 2023 Audit, Finance, and Administration Committee meeting, where the Chair will attend as a delegate on behalf of the committee.
- (b) That the Citizen Committee Report respecting Barriers to the Volunteer Advisory Committees' Ability to Fulfil its Mandate, be approved; and
- (c) That, once approved by Council, copies of the Citizen Committee Report respecting Barriers to the Volunteer Advisory Committees' Ability to Fulfil its Mandate, be distributed to the Committee Against Racism, the Immigrant and Refugee Advisory Committee, and the Advisory Committee, Indigenous Advisory Committee, Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee (LGBTQ), Seniors Advisory Committee.

**CARRIED****(ii) Citizen Committee Report on Gender Equity Budgeting (Added Item 10.2)**

The Chair addressed Committee with an update on presentation at City Budget meeting of Citizen Committee Report on Gender Equity Budgeting. Report was passed 6-0 to ask staff to look at and incorporate into 2024 budget.

**(iii) Clarification respecting rules, guidelines, formatting, and limitations in the development of Citizen Committee Reports (Added Item 10.3)**

**(P. Marchand/M. Cummings)**

- (a) That the committee be provided with clear clarification respecting the rules, guidelines, formatting, and limitations in the development of Citizen Committee Reports by the March 16, 2023 meeting.
- (b) In the event that there is no policy or procedure, that a response still be provided ahead of the March 16, 2023 meeting to provide findings to advisory committee.

**CARRIED**

**14. PRIVATE AND CONFIDENTIAL**

- (i) Closed Session Minutes of January 26, 2023.

**(P. Marchand / K. Shannon)**

That the Closed Session Minutes of January 26, 2023, be approved.

**CARRIED**

**15. ADJOURNMENT (ITEM 15)**

**(A. Harris/ M. Hutton)**

That the Hamilton Women and Gender Equity Committee be adjourned at 7:18 p.m.

**CARRIED**

**15.1 Next Meeting Thursday March 16, 6pm**

Respectfully submitted,


D. Allain,  
Chair

Hamilton Women and Gender Equity Committee

Morgan Stahl,  
Staff Liaison  
City Manager's Office



# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	2022 Provincial Offences Administration Annual Report (FCS23057) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Francesca Angheloni (905) 546-2424 Ext. 5718
<b>SUBMITTED BY:</b>	Cindy Mercanti Director, Customer Service, POA and Financial Integration Corporate Services Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable

## INFORMATION

The 2022 Annual Report, attached to Report FCS23057 as Appendix “A”, is a summary that highlights the activities and operations of the Provincial Offences Administration (POA) throughout the year. It is provided every year and includes a performance snapshot, summary of financial results, overview of achievements for the previous year and insight into the coming year’s strategic initiatives.

## APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS23057 – 2022 Provincial Offences Administration Annual Report

FA/dt

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.





# 2022 Provincial Offences Administration Annual Report

## Table of Contents

Background .....	3
Provincial Offences Administration (POA) Snapshot .....	4
2022 Key Initiatives .....	4
2023 Key Initiatives .....	5
Emerging Trends .....	5
Charges Filed .....	6
Trials .....	7
Early Resolution (ER) .....	7
Fail to Respond .....	7
Revenues .....	7
Collections .....	8



## Background

Provincial Offences Administration (POA) administers to charges from approximately 40 enforcement agencies for all acts and regulations under the *Provincial Offences Act*. A charge going to court can result in many different dispositions which do not result in a fine. A charge can be withdrawn, dismissed or suspended, all of which result in zero revenue for the City. An Early Resolution meeting can result in an agreed upon plea to a reduced charge and / or a reduced fine. Charges filed are varied and cover a broad range of legislative enforcement from speeding to careless driving under the *Highway Traffic Act* (inclusive of Red Light Camera and Automated Speed Enforcement), charges under City of Hamilton By-Laws (excluding parking offences), *Liquor Licence and Control Act*, *Trespass to Property Act*, *Compulsory Automobile Insurance Act*, the *Environmental Protection Act* and *Occupational Health and Safety Act*, to name a few.

POA administers Part I and Part III offences under the *Provincial Offences Act* which are filed by Enforcement Agencies. Administrative Penalty System (APS) offences are not administered by POA.

A Part I offence is commonly referred to as a "ticket" and is most often issued by an officer at the time of the offence. When a Part I offence notice is issued, the defendant can either plead guilty and pay the fine, request an Early Resolution meeting with a prosecutor or request a trial. A Part III offence is considered a more serious offence and requires the defendant to appear before a Justice of the Peace.

POA is located at 50 Main Street East, which accommodates administrative offices and four courtrooms. POA is comprised of the following services: Court Administration, Court Support, Collections and Prosecution (reporting through Legal Services).

**Court Administration** responsibilities include:

- Processing fine payments and requests for extension of time to pay
- Scheduling Early Resolution meetings and trials
- Receiving and processing all new charges and appeals
- Providing frontline customer service (i.e. counter, phone and emails)

**Court Support** responsibilities include:

- Ensuring courtroom decorum and capture of the official court record
- Management of court documents and exhibits
- Swearing in of witnesses and interpreters
- Arraigning the defendant on charges

**Collections** responsibilities include:

- Pursuit of the collection of overdue fines
- Prepares files for further enforcement

Each year, POA solicits an independent audit of the financial statements for the POA Office. As per the Memorandum of Understanding (MOU) between His Majesty the King in Right of Ontario as represented by the Attorney General and the City of Hamilton, the completed audit is submitted annually to the Attorney General and the Ministry of Finance.

## POA Snapshot

The following provides a 2022 snapshot of POA performance:

Revenue (net provincial transfers)	Outstanding Accounts Receivable	Revenue Collected from Defaulted Accounts Receivable	Contribution to Net Levy
\$13.3 M	\$71.3 M	\$4.6 M	\$849 K

Trials Requested	Early Resolution (ER) Meetings Scheduled	Charges Filed
2,874	13,201	86,357

## 2022 Key Initiatives

In 2022, several continuous improvement initiatives were implemented:

- Updated the court master plan in consultation with the Ministry of the Attorney General
- Re-introduced in-person court proceedings and continued to conduct virtual proceedings
- Implemented hybrid court proceedings (some parties attend in person while others attend remotely)
- Further enhanced the accessibility and usability of electronic document filing
- Implemented the first stage of electronic filing of automated enforcement charges (i.e. Red Light Camera)
- Continued to support the download of responsibilities from Bill 177 to the Clerk of Court by reviewing Fail to Responds, Deemed not to Dispute matters from Early Resolution courts and Requests for Extension of Time to Pay

## Hybrid Courts

Hybrid courts and the use of Zoom in the courtrooms have become an integral part of how Ontarians access their court proceedings. In a hybrid court proceeding at least one court participant is appearing electronically by Zoom and at least one court participant is appearing in-person in the courtroom. Hybrid courts have allowed POA the opportunity to proceed with the scheduling of all matters with greater flexibility for our customers and stakeholders which ultimately increases access to justice for all.

In 2022, POA has effectively supported the re-introduction of in-person courts in addition to the availability of virtual courts and hybrid courts. Several electronic and hybrid processes (filing of court documents and applications, receiving, storing and filing of secure court exhibits, payments of fines, and receiving and responding to customer inquiries) were also implemented to ensure timely access to justice for all while maintaining sensational customer service.

## 2023 Key Initiatives

Several continuous improvement initiatives are being launched for 2023:

- In consultation with the Ministry of the Attorney General, update the court master plan
- Ongoing preparation and consultation with the Ministry of the Attorney General for the further download of responsibilities from Bill 177 to the Clerk of the Court (i.e. Re-opening Applications which will be implemented in September 2023 and a new procedure for Early Resolution meetings between the defendant and the prosecutor before the Clerk of the Court as opposed to a Justice of the Peace)

## Emerging Trends

The following changes to the legislative environment will impact POA:

- **Replacement of the Integrated Court Operational Network (ICON):** Led by the Ministry will fundamentally transform the way in which the justice system operates.
- **Administrative Penalty System (APS):** The Province of Ontario has implemented the framework, effective July 1, 2022, under the *Highway Traffic Act*, to allow Red Light Camera (RLC) and Automated Speed Enforcement (ASE) charges to be processed through an Administrative Monetary Penalty System. In 2022, a capital request was approved to review and propose recommendations for the incorporation of RLC and ASE into the Administrative Penalty Portfolio. In 2023, the City of Hamilton commissioned a review of the considerations and impact of the transition. This multi-divisional review includes key stakeholders from Legal Services, POA Administration, Public Works, Planning and Economic Development (PED) and Finance. The outcomes of the review will include detailed recommendations on the opportunity to transition RLC and ASE to Administrative Penalties. Timelines for completion of the review is Q4 2023.

## Charges Filed

In 2022, POA received 86,357 charges of which, approximately 95% of the charges filed resulted from Hamilton Police Services, Automated Enforcement and the Ontario Provincial Police (OPP).

Total Charges Filed			
2019	2020	2021	2022
83,416	86,736	86,780	86,357

The number of charges filed has been consistent over the three-year period from 2020 to 2022. Most charges filed relate to the *Highway Traffic Act*.

The table below depicts Part I's and Part III's, by enforcement agency, of charges filed over a four-year period.

### Charges Filed by Agency (Part I and Part III)

#### Hamilton Police: Number of Charges Filed

2019	2020	2021	2022
53,316	44,946	53,910	43,819

#### OPP: Number of Charges Filed

2019	2020	2021	2022
4,816	4,285	3,985	3,017

#### Red Light Camera: Number of Charges Filed

2019	2020	2021	2022
20,289	19,222	17,653	19,131

#### Automatic Speed Enforcement: Number of Charges Filed

2019	2020	2021	2022
N/A	16,058	7,160	16,292

#### Other Enforcement Agencies: Number of Charges Filed

2019	2020	2021	2022
915	463	437	713

#### Municipal Law Enforcement: Number of Charges Filed

Note: Part I's only (volume moved to APS in 2018)

2019	2020	2021	2022
37	210	884	76

#### All Agencies: Number of Charges Filed, Part III's

2019	2020	2021	2022
4,043	2,733	2,751	3,309

The proportion of charges filed by Hamilton Police Service has decreased by 13% since 2019. With the introduction of Automated Enforcement (Red Light Cameras and Automated Speed Enforcement), the proportion of Automated Enforcement charges has increased by 75% since 2019. OPP charges have demonstrated a downward trend since 2019. Charges filed by other enforcement agencies such as Ministry of the Environment, Ministry of Labour, etc. have also declined from 2019 to 2021, however an increase occurred in 2022 resulting from *Reopening Ontario Act* tickets being issued. In 2018, Municipal Law Enforcement (MLE) charges commenced its transition to the Administrative Penalty System (APS) Office. Part III's continue to be processed within POA.

## Trials

Trials are scheduled into four courtrooms dependent upon judicial resources. In-person trials recommenced in September 2022.

Trials Scheduled, All Courtrooms

<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
1,774	1,051	1,448	2,874

## Early Resolution

This process is intended to provide resolution to court matters without a trial. Of all Part I's filed, 16% resulted in a request for an Early Resolution meeting with a prosecutor.

Percentage of Early Resolution Hearings Scheduled, Part I's

<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
16%	11%	9%	16%

## Fail to Respond

In 2022, 28% of all Part I certificates of offence filed were placed on a Fail to Respond (failed to respond to any settlement or dispute options) docket. Under Bill 177, tasks associated with the Fail to Respond process has been downloaded to POA.

Percentage Fail to Respond, Part I's

<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
28%	5%	50%	28%

## Revenues

POA administers and collects fines where revenue is disbursed to other City business units such as Animal Services, Building Division, Licencing and By-Law Services and Traffic Engineering and Operations (Red Light Camera (RLC) and Automated Speed Enforcement (ASE) charges). RLC and ASE revenue is transferred to Public Works, less Service Ontario fees and an administrative cost. Similarly, Licencing and By-Law Services and Building Division revenue is transferred to Planning and Economic Development, less an administrative cost.

Dedicated Fines, Victim Fine Surcharge, expenses associated with Part III matters prosecuted by the Province and any POA fines levied against the City are payable to the Ministry of the Attorney General.

Fines collected for other POA sites (i.e. Brantford, Burlington, etc.) are paid quarterly to the appropriate municipality after reconciliation with quarterly statements. The remaining revenue is used to offset any remaining administration costs and contribute to the net levy. Payments can be made at any POA Court Office, over the phone, on-line via Paytickets (third party vendor), at Hamilton Municipal Service Centres and at Service Ontario locations.

Revenues for 2022 improved over the previous year.

	<b>Gross Revenue</b>	<b>Net Contribution</b>
2019	\$13,597,869	\$3,052,708
2020	\$10,523,446	\$(328,423)
2021	\$12,561,088*	\$2,265,771
2022	\$13,323,936	\$848,579

\*Includes \$1,043,500 Safe Start

## **Collections**

Internal collections were responsible for collecting \$3,554,756 and the external collection agencies collected \$1,052,225 in 2022. This represents an increase in overall collections of \$126,404 over 2021.

In 2017, the Province introduced legislation to improve collection efforts (inability to renew plates and drivers' licences for driving-based offences) to encourage payment. POA has leveraged this opportunity by redirecting defaulted Red Light Camera and Automated Speed Enforcement collections to plate denial (up to a two-year process) saving the cost of the external agency fee.

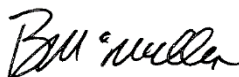
Fines that qualify are added to the defendant's property taxes (tax roll). Since the introduction of tax rolling by POA in 2017, \$694,408 in outstanding fines have been added to the tax roll. For a defaulted fine to be tax rolled, property ownership must be confirmed. Specific business units, such as Licencing and By-Law Services, have the authority to deny issuing or renewing a licence if a fine is outstanding.

As of December 31, 2022, the outstanding receivables balance, including the 2022 proposed write-offs, totalled \$71,312,260.

Write-offs for Deceased Persons, which are an automatic write-off by the Ministry of the Attorney General, totalled \$430,673.



## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Reserve / Revenue Fund Investment Performance Report – December 31, 2022 (FCS23001) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gerald T. Boychuk (905) 546-2424 Ext. 4321 Brandon A. Teglas (905) 546-2424 Ext. 4363
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable.

### INFORMATION

The investment portfolio for the City of Hamilton's (City's) Reserve / Revenue Fund (comprised of reserve / revenue funds, capital account balances and unused operating funds) had an earnings rate of 2.86% for the 12 months ending December 31, 2022 and had an average earnings rate of 2.83% over the past five years. The earnings rate includes interest and bond lending revenues but excludes realized and unrealized capital gains / losses.

The City's portfolio generated \$44,231,801 in bond interest, net realized capital gains / losses, bond lending revenue and bank interest over the 12 months ending December 31, 2022. The average dollar amount generated over the last five years is \$34.10 M. The return of \$44,231,801 was realized on an average asset cost of \$1,692,498,383 (made up of \$1,129,480,829 for the investment portfolio, \$494,395,613 for the City's bank account balance, plus \$62,873,468 for the One Fund Equity and \$5,748,474 for the Universe Corporate Bond), giving a percentage return on cost of 2.61%. Bond lending revenues of \$344,736 are included in the earnings rate of 2.86%. Net unrealized capital losses were \$62,035,470 as at December 31, 2022.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Reserve / Revenue Fund Investment Performance Report –  
December 31, 2022 (FCS23001) (City Wide) – Page 2 of 4**

For the 12 months ending December 31, 2022, the overall return (includes bond interest, bond lending revenues, realized capital gains / losses and unrealized capital gains / losses) was -7.09% and the return on the benchmark or policy target was -5.70%, resulting in an under-performance of 139 basis points. Over the past five years, the overall return has averaged 1.63% per annum, out-performing the average return on the benchmark over the same five-year period of 1.09% by 54 basis points. For the one-year period ending December 31, 2022, the under-performance of the investment portfolio relative to the benchmark is attributed to its longer duration, resulting in mid-term and long-term bonds under-performing short-term bonds.

By comparison, the overall returns for the One Fund portfolios (offered by the Association of Municipalities of Ontario and the Municipal Finance Officers' Association), over the 12-month period ending December 31, 2022 were -4.04% for bonds and 1.57% for money market. If the City's Policy had been used in these funds (i.e. 90% bonds and 10% money market), then the overall return would have been -3.48%, or 3.61% more than the actual return of -7.09%. On an average portfolio market value of \$1,074 M, (excluding One Fund Equity and bank account balances), this incremental return would have resulted in revenue of approximately \$4.16 M. The One Fund's out-performance is attributed to its policy of investing in very short-term bonds of less than five years term. The FTSE TMX Short Government Index returned -3.88% while the FTSE TMX All-Government Mid Index returned -10.33%.

Table 1 summarizes the investment return indicators.

**Table 1 - Investment Return Indicators  
(for information purposes only)**

	12 Months ended 12/31/2022	12 Months ended 12/31/2021	12 Months ended 12/31/2020	12 Months ended 12/31/2019	12 Months ended 12/31/2018
Policy Target	-5.70%	-1.49%	5.51%	3.42%	1.79%
City's Portfolio	-7.09%	-0.57%	7.16%	4.97%	1.82%
One Fund – Bonds	-4.04%	-1.44%	5.29%	2.61%	-1.51%
One Fund – Money Market	1.57%	0.04%	0.85%	1.68%	1.43%
FTSE TMX – Short Government	-3.88%	-1.12%	4.85%	2.40%	1.96%
FTSE TMX – Mid Government	-10.33%	-3.07%	9.69%	4.92%	2.12%
Bond Lending Revenue	\$344,736	\$336,417	\$262,239	\$322,520	\$284,474
Earnings Rate (Excludes Capital Gains / Losses)	2.86%	2.95%	2.71%	2.80%	2.85%
City's Return One Fund Investment (Equity)	17.07%	33.56%	19.56%	18.53%	2.24%

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



**SUBJECT: Reserve / Revenue Fund Investment Performance Report –  
December 31, 2022 (FCS23001) (City Wide) – Page 3 of 4**

---

The investments in the portfolio, excluding the One Fund Equity investment, consist of 100% bonds and 0% money market. During the year ending December 31, 2022, the interest rate earned in the City's bank account was greater than the interest rate earned on Treasury Bills and Banker's Acceptances (with term to maturity less than five years) and, therefore, funds that were earmarked for short-term expenses were held in the City's bank account at 0.65% crediting rate, as compared to the overnight rate of 0.25% or lower. As at December 31, 2022, the duration of the portfolio was 4.69 years compared with 4.97 years as at December 31, 2021.

On December 31, 2022, the market value of the investment portfolio was \$1,103,421,595 (excluding One Fund Equity and bank balances), an increase of \$14,656,777 compared to \$1,088,764,818 on December 31, 2021.

As at December 31, 2022, the market value of One Fund equity holdings was \$72,262,834 and One Fund Universal Corporate Bond (UCB) was \$5,087,071. Over the 12-month period ending December 31, 2022, returns in the City's Equity investment in the One Fund of 17.07% and UCB of -9.78%.

Table 2 shows the changes in Canadian interest rates over the past 24 months.

**Table 2 – Canadian Interest Rates**

Canada Benchmark Bond	Interest Rate January 3, 2023	Interest Rate January 4, 2022	Interest Rate January 4, 2021
One Month (T-Bill)	4.10%	0.08%	0.04%
2 year	4.02%	1.01%	0.20%
5 year	3.34%	1.39%	0.39%
10 year	3.21%	1.59%	0.68%

As can be seen in Table 2, interest rates increased through 2022 for all terms up to 10 years. The increase in rates over the prior year ranged from 1.62% in the 10-year bond to 4.02% in the one month (T-bill).

The Canadian Dollar and US Dollar exchange rate started at approximately \$1.26 and increased to \$1.35 at year end. Oil started the year at \$77 US per barrel and finished the year at \$83 US per barrel. The GDP rate growth forecast of 1.6% was not achieved for the year. It has been confirmed as an actual -6.8% for 2022. The actual was rectified in the last half of 2022 ending with a +3.4% real GDP growth number.

The Bank of Canada, through 2022, increased the Bank of rate six times starting in April to 4.25% at year end to dampen inflation due to global COVID-19 and variants, supply and price stability, coupled with increasing wage demands. The expectation is for rates to remain at 4.25%, more or less, for an extended period. The expectation is for inflation to decline and real Growth GDP to be in the 2% to 3% range.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Reserve / Revenue Fund Investment Performance Report –  
December 31, 2022 (FCS23001) (City Wide) – Page 4 of 4**


---

The Reserve Fund portfolio has significant holdings of high-quality securities. The Fund under-performed its benchmark by 1.39 bps (1.39%) by returning -7.09% through 2022 versus a benchmark of -5.70%. As a strategy going forward, the assumptions are that the economy will recover, COVID-19 will be controlled, a new normal will arrive but not immediately and interest rates will vary only marginally for this coming year.

GB/BT/dt



## INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Hamilton Future Fund Investment Performance Report – December 31, 2022 (FCS23050) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gerald T. Boychuk (905) 546-2424 Ext. 4321 Brandon A. Teglas (905) 546-2424 Ext. 4363
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

Not Applicable.

### INFORMATION

The City of Hamilton Future Fund portfolio of investments had an earnings rate of 2.73% for the 12 months ending December 31, 2022 and an average earnings rate of 2.59% over the past five years. The earnings rate includes interest and lending revenues but excludes realized and unrealized capital gains / losses.

The City of Hamilton Future Fund's portfolio generated approximately \$1,432,012 in bond interest, net realized capital gains / losses and lending revenue over the last 12 months ending December 31, 2022. The total return of \$1,432,012 was realized on an investment at an average cost of \$51,772,302, giving a percentage return on cost of 2.77%. Interest, net realized capital gains / losses and bond lending income over the last five years have averaged \$1.30 M annually.

As of December 31, 2022, net unrealized capital loss was \$2,309,102 and a net capital gain of \$11,727 was realized over the past 12 months. The duration of the portfolio of investments was 4.22 years as of December 31, 2022 compared with 4.32 years as of December 31, 2021.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Future Fund Investment Performance Report –  
December 31, 2022 (FCS23050) (City Wide) – Page 2 of 3**

---

As of December 31, 2022, the market value of the portfolio was \$50,557,975 compared with \$53,345,292 as of December 31, 2021, a decrease of \$2,787,317.

For the 12 months ending December 31, 2022, the overall return (includes interest, bond lending revenue, realized and unrealized capital gains / losses) was -5.20%, out-performing the benchmark return of -5.70% by 50 basis points. Over the past five years, the overall return has averaged 1.74% per annum, out-performing the average benchmark return over the same five-year period of 0.71% by 103 basis points. The out-performance of the Hamilton Future Fund relative to the benchmark over the last five years is attributed mostly to its overweight position over the last couple of years in longer term bonds.

The overall returns for the One Fund (offered by the Association of Municipalities of Ontario and the Municipal Finance Officers Association) for the year ending December 31, 2022 was 28.90% for the Equity Portfolio, -4.04% for bonds and 1.57% for money market. If the City's Policy had been used in these funds (i.e. 90% bonds and 10% money market), the overall return would have been -3.48% or 172 basis points higher than the overall return of -5.20%. Using an average portfolio market value of \$44,784,335 for the past 12 months, an increase of 1.72% in overall return would have resulted in a revenue increase of approximately \$770,291. The FTSE TMX Short Government Index returned -3.88% and the FTSE TMX Mid Government Index returned -10.33%.

Table 1 below summarizes the investment return indicators.

**Table 1: Investment Return Indicators  
(for information purposes only)**

	12 Months ended 12/31/2022	12 Months ended 12/31/2021	12 Months ended 12/31/2020	12 Months ended 12/31/2019	12 Months ended 12/31/2018
Policy Target	-5.70%	-1.49%	5.51%	3.42%	1.79%
Hamilton Future Fund Portfolio	-5.20%	-1.25%	7.75%	5.47%	1.95%
One Fund – Bonds	-4.04%	-1.44%	5.29%	1.68%	1.51%
One Fund – Money Mkt.	1.57%	0.04%	0.85%	2.61%	1.43%
FTSE TMX – Short Government	-3.88%	-1.12%	4.85%	2.40%	1.96%
FTSE TMX – Mid Government	-10.33%	-3.07%	9.69%	4.92%	2.12%
Bond Lending Revenue	\$15,059	\$13,623	\$10,738	\$18,094	\$14,128
Earnings Rate (Excludes Capital Gains / Losses)	2.73%	2.60%	2.43%	2.58%	2.62%

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Future Fund Investment Performance Report –  
December 31, 2022 (FCS23050) (City Wide) – Page 3 of 3**

---

Table 2 below summarizes the changes in Canadian interest rates over the past 24 months.

**Table 2 – Canadian Interest Rates**

Canada Benchmark Bond	Interest Rate January 3, 2023	Interest Rate January 4, 2022	Interest Rate January 4, 2021
One Month (T-Bill)	4.10%	0.08%	0.04%
2 year	4.02%	1.01%	0.20%
5 year	3.34%	1.39%	0.39%
10 year	3.21%	1.59%	0.68%

As can be seen in Table 2, interest rates increased through 2022 for all terms up to 10 years. The increase in rates from the previous year ranged from 1.62% in the 10-year bond to 4.02% in the one month (T-bill).

The Canadian Dollar and US Dollar exchange rate started at approximately \$1.26 and increased to \$1.35 at year end. Oil started the year at \$77 US per barrel and finished the year at \$83 US per barrel. The GDP rate growth forecast of 1.6% was not achieved for the year. It has been confirmed as an actual -6.8% for 2022. The actual was rectified in the last half of 2022 ending with a +3.4% real GDP growth number.

The Bank of Canada, through 2022, increased the Bank of rate six times starting in April to 4.25% at year end to dampen inflation due to global COVID-19 and variants, supply and price stability, coupled with increasing wage demands. The expectation is for rates to remain at the +4.25%, more or less, for an extended period. The expectation is for inflation to decline and real Growth GDP to be in the 2% to 3% range.

The Future Fund portfolio has significant holdings of high-quality securities. The Fund out-performed its benchmark by 50bps (0.50%) by returning -5.20% through 2022 versus a benchmark of -5.70%. As a strategy going forward, the assumptions are that the economy will recover, COVID-19 will be controlled, a new normal will arrive but not immediately and interest rates will vary only marginally for this coming year.

GB/BT/dt

---

OUR Vision: To be the best place to raise a child and age successfully.

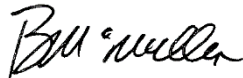
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.





# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Cemetery Trust Accounts Investment Performance Report – December 31, 2022 (FCS23053) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Gerald T. Boychuk (905) 546-2424 Ext. 4321 Brandon A. Teglas (905) 546-2424 Ext. 4363
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not Applicable.

## INFORMATION

Over the 12-month period ending December 31, 2022, the earnings rates are 3.01% for the Cemetery Care and Maintenance Trust, 3.32% for the Cemetery Monument Care Trust and 3.09% for the Cemetery Pre-Need Assurance Trust. These earning rates include interest income and bond lending revenue but exclude realized and unrealized capital gains / losses.

Over the same period, the overall returns based on market value (which include interest, lending revenue, realized and unrealized capital gains / losses) are -8.35% for the Cemetery Care and Maintenance, -8.77% for the Cemetery Monument Care and -9.33% for the Cemetery Pre-Need Assurance. The overall return for the benchmark (or Policy return) is -11.69%. As a result, the Cemetery Care and Maintenance out-performed the benchmark by 334 basis points, the Cemetery Monument Care out-performed the benchmark by 292 basis points and the Cemetery Pre-Need Assurance out-performed the benchmark by 236 basis points.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Cemetery Trust Accounts Investment Performance Report –  
December 31, 2022 (FCS23053) (City Wide) – Page 2 of 3**

As of December 31, 2022, the total portfolio market values are \$16,101,842 (with \$1,018,870 of net unrealized capital losses) for the Cemetery Care and Maintenance Trust, \$1,324,943 (with \$46,409 of net unrealized capital losses) for the Cemetery Monument Care Trust and \$3,336,127 (with \$213,794 of net unrealized capital losses) for the Cemetery Pre-Need Assurance Trust.

Table 1 shows the investment return indicators.

**Table 1 – Investment Return Indicators**  
(for information purposes only)

	12 Months ended 12/31/2022	12 Months ended 12/31/2021	12 Months ended 12/31/2020
<b>Earnings Rate (Excluding Unrealized Capital Gains or Loss)</b>			
Cemetery Care and Maintenance	3.01%	2.93%	2.98%
Cemetery Monument Care	3.32%	3.17%	3.17%
Cemetery Pre-Need Assurance	3.09%	2.98%	3.01%
<b>Total Return</b>			
Cemetery Care and Maintenance	-8.35%	-1.54%	8.25%
Cemetery Monument Care	-8.77%	-2.26%	9.55%
Cemetery Pre-Need Assurance	-9.33%	-1.98%	9.03%
Policy Target (FTSE TMX Canada Universe Bond)	-11.69%	-2.54%	8.68%
<b>Bond Lending Revenue</b>			
Cemetery Care and Maintenance	\$ 5,461.51	\$ 4,006.38	\$ 3,397.26
Cemetery Monument Care	\$ 695.56	\$ 207.97	\$ 209.69
Cemetery Pre-Need Assurance	\$ 1,451.78	\$ 1,070.98	\$ 712.69
<b>Income Earned*</b>			
Cemetery Care and Maintenance	\$ 436,867	\$ 405,786	\$ 394,102
Cemetery Monument Care	\$ 45,403	\$ 41,374	\$ 39,365
Cemetery Pre-Need Assurance	\$ 107,782	\$ 99,860	\$ 98,499
<b>Ending Portfolio Market Value</b>			
Cemetery Care and Maintenance	\$ 16,101,842	\$ 16,280,578	\$ 13,552,078
Cemetery Monument Care	\$ 1,324,943	\$ 1,501,744	\$ 1,303,879
Cemetery Pre-Need Assurance	\$ 3,366,127	\$ 3,829,992	\$ 3,441,730

\*Does not include interest earned in the bank account on balances.



**SUBJECT: Cemetery Trust Accounts Investment Performance Report –  
December 31, 2022 (FCS23053) (City Wide) – Page 3 of 3**

---

The year 2022 started with stable short-term interest rates which remained stable through 2021. The Canadian Bank Rate remained at 0.25% and the United States Bank Rate holding at 0.0% to March 2, 2022. The previous year, 2021, had ended with strengthening growth and inflation which was deemed to be transitory due to international and domestic relief from COVID-19 and the massive financial stimulus of historically low administered rates the Bank of Canada stayed at a rate of 0.25%. By year end 2022, both Canada and the United States showed growth and inflation well beyond 7.0% and interest rates started to rise strongly.

In 2022, a new problem arose. COVID-19 was considered as being under control but the invasion of Ukraine by Russia with trade relations, travel and inter-actions amongst countries increased costs and decreased availability of goods, services, materials and labour. The stimulating actions of both countries had advanced both economies to exceed levels of prior inflationary growth and had caught up to and eclipsed the expected targets of growth reaching double digits in some countries; reaching a high of about +7% in Canada.

The Bank of Canada realized that problems with slowing trade, income and economic growth accompanied by significantly increasing market rates and GDP growth reflects increased inflation as well. They responded March 2 by raising the Bank Rate by 0.25% to 0.50% and continued increasing market rates six times into 2023. This action left the bank rate of 4.25% at year end 2022 accompanied by Quantitative Tightening. Market rates rose to a level closer to normal with unprecedented rapid price changes. This affected all bond and short-term securities, depreciating their values in the short term and impacted all the Cemetery accounts at year end.

The Canada Universe Index benchmark rate for all three Cemetery accounts in 2022 was -11.69%. All funds bettered their benchmarks. The Cemetery Care returned -8.35%, 335 bps bettering the bench mark while the Cemetery Monument returned -8.77%, 292 bps better than the benchmark. The Cemetery Pre-Need returned -9.33%, 236 bps better than the benchmark. As can be seen in the table above the earning rate is positive ranging from 3.01% to 3.32% based on cash income / amortized cost.


Going forward, rates are expected to move up or down depending upon the level of inflation in the GDP movement going forward. The frequency and level that will be required to reach equilibrium rates is expected to move as needed to reduce inflationary aspects and regain a lower, less inflationary growing economy. With COVID-19 and variants acting as a block to recovering lost growth, the strategy will be to slowly add five to 10-year terms depending upon conditions and outlook. Cash holdings as well are likely to be kept at a fairly high level.

GB/BT/dt





**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Customer Service and POA Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Proposed Write-off for Provincial Offences (FCS23058) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Francesca Angheloni (905) 546-2424 Ext. 5718
<b>SUBMITTED BY:</b>	Cindy Mercanti Director, Customer Service, POA and Financial Integration Corporate Services Department
<b>SIGNATURE:</b>	

### RECOMMENDATION(S)

That staff be authorized to write-off the following outstanding Provincial Offences fines deemed uncollectible, in the total amount of \$1,162,409.32:

- (a) \$729,194.11 in uncollectible fines with a default date of December 31, 2015 and prior;
- (b) \$2,542.33 in underpayments from April 1, 2022 through March 31, 2023;
- (c) \$430,672.88 in fines held by persons deceased in 2022.

### EXECUTIVE SUMMARY

In accordance with the Provincial Offences Administration (POA) Write-off Procedure and the Memorandum of Understanding, POA is requesting that 5,258 records amounting to \$1,162,409.32 be written off. Fines are written off based on the age of the accounts receivable and ability to collect. Files which are seven years or older are identified for write-off consideration. If a fine is written off, it does not absolve a convicted offender from the requirement to pay the fine as debts to the Crown are not forgiven.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Proposed Write-off for Provincial Offences (FCS23058) (City Wide) –  
Page 2 of 4**

---

Reasons that accounts become uncollectible include debtor cannot be located and bankruptcy or business closure.

The approval to write-off these fines will reduce the accounts receivables owing to the City of Hamilton and allow our collection staff to concentrate their efforts in pursuing more recent fines for which there is a higher probable rate of collection.

**Alternatives for Consideration – See Page 4**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Accounts Receivable write-offs are reflected as a decrease in Accounts Receivable and an increase in Bad Debt.

Staffing: None

Legal: If approved by Council, staff will advise the Ministry of the Attorney General of this recommendation and request that they be authorized to purge these records from the Ministry database (ICON).

**HISTORICAL BACKGROUND**

POA utilizes several collection methods which include: internal collection efforts, external collection agencies, tax rolling, garnishment and writs. The value of the receivable falls rapidly as a function of time and the longer the debt has been owed, the less likely POA is to collect.

In 2018, the Province introduced legislation to improve collection efforts (inability to renew plates and drivers' licences for driving-based offences) that has helped encourage payment.

Internal collections were responsible for collecting \$3,554,756 and the external collection agencies collected \$1,052,225 in 2022. This represents an increase in overall collections by the internal staff and the collection agencies of \$126,404 over the 2021 total.

The year-end outstanding receivables balance, including the 2022 proposed write-offs, totalled \$71,312,259.94. Outstanding receivables include new charges (convicted fines) plus defaulted fines.

**SUBJECT: Proposed Write-off for Provincial Offences (FCS23058) (City Wide) –  
Page 3 of 4**

---

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The recommendation follows existing corporate, provincial policies, procedures and standard accounting practices respecting the write-off of uncollectible monies.

**RELEVANT CONSULTATION**

Internal stakeholders consulted include staff in the departments of Corporate Services and Planning and Economic Development.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

Staff anticipates the amount of the write-offs to be \$729,194.11 in uncollectible fines with a default date of December 31, 2015 and prior underpayments (pay less than is due) of \$2,542.33 from April 1, 2022 through March 31, 2023. An example of an underpayment would be the fee associated with the Fail to Respond docket. The \$5 fee is added to the balance, however, in the meantime, the fine was paid. There is an additional amount of \$430,672.88 representing persons that were deceased in 2022 that held unpaid fines. The total amount of \$1,162,409.32 includes the Victim Fine Surcharge which is payable to the Province of Ontario.

All offences filed with POA are pursued by way of enforcement if they are not paid by their due date. Enforcement includes suspension of a driver's licence, denial of licence plate renewal, referral to our external collection agency and civil enforcement. Outstanding fines are tracked through our collections database, wherein chronic offenders can be identified, based upon criteria that anyone with more than three offences in a one-year period is classified as chronic.

The approval to write-off these fines will reduce the accounts receivables owing to the City of Hamilton and allow our collection staff to concentrate their efforts in pursuing more recent fines for which there is a higher probable rate of collection. After writing off the proposed amount of \$1,162,409.32, the remaining outstanding accounts receivables balance will be \$70,149,850.62.

POA is requesting that 5,258 records amounting to \$1,162,409.32 be written off. Fines are written off based on the age of the accounts receivable and ability to collect. If a fine is written off, it does not absolve a convicted offender from the requirement to pay the fine, as debts to the Crown are not forgiven. Files can be re-activated in ICON if a payment is received.

**SUBJECT: Proposed Write-off for Provincial Offences (FCS23058) (City Wide) –  
Page 4 of 4**

---

**Write Off History**

	# of Files	\$ Written Off	Year End Outstanding Balance
2018	5,581	\$1,173,573	\$69,937,030
2019	5,739	\$1,385,639	\$71,744,079
2020	6,068	\$1,626,850	\$68,854,632
2021	8,815	\$2,889,903	\$69,938,054
2022	5,258	\$1,162,409	\$70,149,851

**ALTERNATIVES FOR CONSIDERATION**

The Ministry of the Attorney General has issued a directive to all POA offices in the Province to establish and maintain write-off policies and procedures. Given the Council approved write-off procedure, there are no alternatives for consideration.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.


**APPENDICES AND SCHEDULES ATTACHED**

None.

FA/dt



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Capital Project Closing Report as of December 31, 2022 (FCS22079(b)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Marcin Zukowski (905) 546-2424 Ext. 2162 Duncan Robertson (905) 546-2424 Ext. 4744
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That the General Manager, Finance and Corporate Services, be authorized to transfer a net amount of \$205,636.16 to the Unallocated Capital Levy Reserve (108020) and a net amount of \$13,933,760.30 to other reserves as outlined in Appendix "A" to Report FCS22079(b);
- (b) That the General Manager, Finance and Corporate Services, be directed to close the completed and / or cancelled capital projects listed in Appendix "B" to Report FCS22079(b) in accordance with the Capital Projects Closing and Monitoring Policy;
- (c) That Appendix "C" to Report FCS22079(b), Capital Projects Budget Appropriations for the period covering October 1, 2022 through December 31, 2022, be received as information;
- (d) That Appendix "D" to Report FCS22079(b) Capital Projects Budget Appropriations of \$250,000 or greater and Capital Project Reserve Funding Requiring Council Approval, be approved;
- (e) That the financing plan amendments recommending exchanges of municipal levy funding and Canada Community-Building Fund due to eligibility constraints, outlined in Appendix "E" to Report FCS22079(b) Capital Projects Budget Appropriations between Current Contributions and Canada Community-Building Fund resulting in a net zero budget adjustment, be approved.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 2 of 9**

---

**EXECUTIVE SUMMARY**

Report FCS22079(b) presents the capital projects that have been completed or cancelled as of December 31, 2022. In addition, Report FCS22079(b) provides historical information and recommendations for capital budget appropriations in accordance with the Capital Projects Monitoring Policy and Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy (Report FCS14031).

Appendix “A” to Report FCS22079(b) summarizes net transfers to and from reserves as a result of completed or cancelled projects for the period covering October 1, 2022 through December 31, 2022, as well as, highlights the net impact on the Unallocated Capital Levy Reserve and other capital reserves.

Appendix “B” to Report FCS22079(b) lists the individual projects to be closed. A total of 166 projects with a combined budget of \$144,264,487.20 are being recommended for closure and are summarized as follows:

- \$11,646,215.61 relating to 13 completed projects funded from the Capital Levy which result in a net surplus amount of \$205,636.16 to be returned to the Unallocated Capital Levy Reserve (108020);
- \$48,025,057.53 relating to 57 completed projects funded from other program specific reserves in a net position, which require a net amount of \$13,933,760.30 being returned to reserves;
- \$740,000 relating to one cancelled or delayed projects; and
- \$83,853,214.06 relating to 95 projects completed on or under budget that do not impact reserves.

All capital projects listed for closure in Appendix “B” to Report FCS22079(b) have been reviewed and determined to be complete, with all revenue and expenditure transactions relating to these projects having been processed. Any funding adjustments necessary to close the projects in accordance with the Capital Projects Closing and Monitoring Policy (Report FCS05044, Report FCS07081(a) and Report FCS14031) are reflected in the amounts presented.

Appendix “C” to Report FCS22079(b) lists the appropriation of funds between capital projects, totalling \$720,712 for the period covering October 1, 2022 through December 31, 2022 in accordance with the Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy (Report FCS14031).

Appendix “D” to Report FCS22079(b) lists all the capital project(s) budget appropriations of \$250,000 or greater and work-in-progress capital projects requiring funding from reserves that require Council approval.



**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 3 of 9**

---

Appendix “E” to Report FCS22079(b) lists recommended budget adjustments that require Council’s approval in order to exchange Canada Community-Building Fund revenues with municipal funding due to eligibility restrictions on expenditures under the Canada Community-Building Fund Agreement. The net impact of the budget transfers is zero. Destination projects have sufficient expenditures to fit the eligibility requirements under the Canada Community-Building Fund program.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: As outlined in Appendix “A” to Report FCS22079(b) and summarized in Table 1, a total of \$205,636.16 to be transferred to the Unallocated Capital Levy Reserve. The Unallocated Capital Levy Reserve (108020) will have a projected year-end 2023 uncommitted balance of \$23.2M once the transfers are completed.

Table 1  
City of Hamilton  
Capital Project Closings  
As of December 31, 2022  
Unallocated Capital Levy Reserve (108020)

Year Approved	ProjectID	Description	Surplus/ (Deficit)
<b>Projects returning funds</b>			
2015	7101554510	Dundas J.L.Grightmire Arena Renovation	\$ 33,136.21
2018	5301885804	Bus Stop Shelter Rehabilitation	\$ 5,299.92
2019	3501957909	IT Strategy - Strategic Theme Integrated & Conne	\$ 48,781.58
2019	3541959100	FA1901	\$ 24,320.19
2019	4031911019	Asset Preservation - Buchanan Neighbourhood	\$ 17.78
2019	4401955600	Parks Testing and Reporting	\$ 3,876.34
2020	3382055001	Community Benefits Strategy & By-law	\$ 48,366.43
2020	4662020020	New Traffic Signal - Rymal Road at Arrowhead Dr	\$ 3,277.83
2020	5302084003	Renaming the MacNab Terminal	\$ 4,742.02
2021	3542141001	Farmers' Market Security Enhancements and Infra:	\$ 15,087.56
2021	3722141805	Program HCC, FOCH & FOC Lifecycle Renewal	\$ 9,816.05
2021	4662141105	Repaving of 1375 Upper Ottawa rear lot	\$ 3,327.81
2021	5122151101	Waste Collection Packer DriveCam Camera Upgr:	\$ 5,586.44
Net impact to the Unallocated Capital Levy Reserve			<b>\$ 205,636.16</b>

As outlined in Appendix “A” to Report FCS22079(b) and summarized in Table 2, a net total of \$13,933,760.30 in funding will be returned to other reserves for projects that were submitted for closure in a surplus position.

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 4 of 9**

---

Table 2  
City of Hamilton  
Capital Project Closings  
As of December 31, 2022  
Impacting Reserves and Capital Projects

	Reserve	Surplus/ (Deficit)
Required funding		
	110046 - Tax Stabilization	(80,260.09)
	108010 - Storm Sewer Capital Reserve	(59,575.65)
	108045 - Public Transit Capital Funds	(2,200.25)
		<b>\$ (142,035.99)</b>
Funds returning		
	100035 - Property Purchases	1,733,711.10
	108005 - Sanitary Sewer Capital Reserve	8,751,048.85
	108010 - Storm Sewer Capital Reserve	298,628.05
	108015 - Waterworks Capital Reserve	1,090,480.54
	108051 - Ward 1 Special Capital Re-investment	155,246.33
	108052 - Ward 2 Special Capital Re-investment	232,004.14
	108053 - Ward 3 Special Capital Re-investment	141,539.94
	108055 - Ward 5 Special Capital Re-investment	201,128.04
	108056 - Ward 6 Special Capital Re-investment	542.32
	108057 - Ward 7 Special Capital Re-investment	276,081.17
	108058 - Ward 8 Special Capital Re-investment	161,524.23
	108064 - Ward 14 Special Capital Re-investment	142,680.72
	110046 - Tax Stabilization	310,763.46
	112271 - WM Facilities-Replace-Upgrade	370,722.20
	112272 - Energy Conservation Initiatives	47,250.10
	117036 - Scr Compens Royalties	20,900.85
	DC Reserves	141,544.25
		<b>\$ 14,075,796.29</b>
Net impact to Other Program Specific Reserves		<b>\$ 13,933,760.30</b>

Appendix "C" to Report FCS22079(b) details the appropriations between capital projects that have been processed during the period covering October 1, 2022 through December 31, 2022. The list includes transfers that are below \$250,000 and have been approved by either the General Manager (up to \$100,000) or the City Manager (up to \$250,000). A total of \$720,712 was moved between capital projects in compliance with the Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy, as summarized in Table 3.

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 5 of 9**

---

Table 3  
City of Hamilton  
Capital Project Appropriations  
As of December 31, 2022  
Transfers by Department

Department	Amount
Tax Supported Capital Budget	
Planning & Economic Development	\$ 317,000.00
Public Works - Tax Funded	\$ 403,712.37
<b>Total</b>	<b><u>\$ 720,712.37</u></b>

Appendix “D” to Report FCS22079(b) lists all the capital projects requiring Council approval to transfer funds from other capital projects of \$250,000 or greater. The number of projects and the requested transfer amounts are summarized in Table 4.

Table 4  
City of Hamilton  
Capital Projects Budget Appropriation Transfers  
of \$250,000 or greater requiring approval and Reserve Funding

Description	Projects/ Transfers From	Projects/ Transfers To	Amount
<b>Public Works-Tax Funded</b>	1	1	\$ 359,509.50
<b>Total</b>			<b><u>\$ 359,509.50</u></b>

Appendix “E” to Report FCS22079(b) lists recommended budget adjustments that require Council’s approval in order to exchange Canada Community-Building Fund revenues with municipal funding due to eligibility restrictions on expenditures under the Canada Community-Building Fund Agreement. The net impact of the budget transfers is zero – destination projects have sufficient expenditures to fit the eligibility requirements under the Canada Community-Building Fund program.

Staffing: N/A

Legal: N/A

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 6 of 9**

---

## **HISTORICAL BACKGROUND**

The Capital Status and Capital Project Closing reports are submitted to City Council three times a year at June 30, September 30 and December 31.

On July 8, 2022, Council approved the Governance Review Sub-Committee recommendation to disband Capital Projects Work In-Progress Review Sub-Committee (Report FCS22056) and that future status updates on capital works in progress be communicated through Information Updates to Council and that Capital Closing Reports be submitted through the Audit, Finance and Administration Committee.

Preparation of the Capital Projects Closing Report is the responsibility of the Financial Planning, Administration and Policy Division with the objective of ensuring suitable controls are maintained, projects are appropriately closed and to centralize the function.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The submission of the Capital Projects Closing Report is a requirement of the City's Capital Closing Policy Reports (Reports FCS05044 and FCS07081(a)) and Capital Projects Monitoring Policy Report (Report FCS14031).

The City's Capital Closing Policy (Reports FCS05044 / FCS07081(a)) states:

- i) That any approved Capital project, whose construction stage has not begun after three years, be closed and be re-submitted to Council for approval.
- ii) That any closing surplus or deficit be distributed as follows:
  - 1. Surplus:
    - a) If funded from a specific reserve, return funds to that reserve.
    - b) If funded from debentures, apply to reduce future debenture requirements.
    - c) If funded from current contribution, apply to the Unallocated Capital Levy Reserve or apply to reduce Outstanding Debt.
  - 2. Deficit:
    - a) If funded from a specific reserve, fund from that reserve.
    - b) If funded from debentures, increase future debenture requirements only if no other source of financing is available.
    - c) If funded from current contribution, fund from the Unallocated Capital Levy Reserve.

The City's Capital Projects Monitoring Policy and Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy (Report FCS14031), as amended by Council on May 14, 2014, states:

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 7 of 9**

---

- i) That a Capital Projects Status Report be submitted by departments three times a year as of June 30, September 30 and December 31.
- ii) That a Capital Projects Closing Report be compiled by Corporate Services Department and submitted to the Audit, Finance and Administration Committee three times a year as of June 30, September 30 and December 31.
- iii) That unfavourable project variances be funded according to the Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy. If available funding cannot be found within the limits of the Capital Projects Budget Appropriation and Work-in-Progress Transfer Policy, a report explaining the variance and recommending a source of funding be submitted to the appropriate Committee of Council for approval.
- iv) Approval authority for the re-appropriation of funds in each financial year be at the same levels as the City's Procurement Policy:
  1. Council must approve appropriations of \$250,000 or greater
  2. City Manager or designate must approve appropriations greater than \$100,000 and less than \$250,000
  3. General Managers or delegated staff be authorized to approve appropriations up to \$100,000

## **RELEVANT CONSULTATION**

Staff from the following departments, boards and / or agencies submitted the included capital projects for closure:

- Public Works Department
- Planning and Economic Development Department
- Corporate Services Department
- Healthy and Safe Communities Department

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

For each Capital Project Status Report, staff determines if projects can be closed (inactivated) and monitors the financial activity to ensure that Council is aware of any capital projects that deviate significantly from the approved budgeted amounts. In Table 2, the return of \$8.7 M to the Sanitary Sewer Capital Reserve (108005) includes a surplus of \$7.8 M in Pier 25 Dredging – Windermere Project 5162068851. Through collaborative work with The Hamilton-Oshawa Port Authority (HOPA), a significant disposal cost was avoided by repurposing of the landfill material in the Randle Reef project.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 8 of 9**

---

Once projects have been determined to be complete or cancelled, they are submitted by departments to Financial Planning, Administration and Policy for inclusion in the Capital Projects Closing Report. These submissions are reviewed by Financial Planning, Administration and Policy to ensure transactions are finalized, all purchase orders are closed, and a funding source is identified, where necessary.

Inactivating completed projects helps to keep the number of capital projects in the financial system to a manageable size and eliminates redundant data from reports. More importantly, it ensures that projects which are complete and / or no longer required do not unnecessarily tie up budget resources that could be re-directed to other needs / capital projects.

Appendix “D” to Report FCS22079(b) includes capital project budget appropriation requests to transfer funds of \$250,000 or greater from other projects and funding from reserves requiring Council approval as per the Capital Projects’ Budget Appropriation and Work-in-Progress Transfer Policy and Reserve Policies. The requests total \$359,509.50.

Appendix “E” to Report FCS22079(b) lists recommended capital project budget adjustments that require Council’s approval in order to exchange Canada Community-Building Fund revenues with municipal funding due to eligibility restrictions on specific expenditures under the Canada Community-Building Fund Agreement. The net impact of the budget transfers is zero. Destination projects have sufficient expenditures to fit the eligibility requirements under the Canada Community-Building Fund program.

## **ALTERNATIVES FOR CONSIDERATION**

Not applicable.

## **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

### **Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

### **Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

### **Built Environment and Infrastructure**

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

### **Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Capital Project Closing Report as of December 31, 2022 (FCS22079(b))  
(City Wide) – Page 9 of 9**

---

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report FCS22079(b) – Capital Project Closings as of December 31, 2022 - Projects Impacting the Unallocated Capital Levy Reserve and Other Sources

Appendix “B” to Report FCS22079(b) – Capital Projects Closing Schedule as of December 31, 2022

Appendix “C” to Report FCS22079(b) – Capital Projects Budget Appropriation Schedule for the Period Covering October 1, 2022 through December 31, 2022

Appendix “D” to Report FCS22079(b) – Capital Projects Budget Appropriations of \$250,000 or greater and Capital Project Reserve Funding Requiring Council Approval

Appendix “E” to Report FCS22079(b) – Capital Projects Budget Appropriations between Current Contributions and Canada Community-Building Fund Requiring Council Approval

MZ/dt





CITY OF HAMILTON CAPITAL PROJECT CLOSINGS AS OF DECEMBER 31, 2022						
Projects impacting the Unallocated Capital Levy Reserve and Other Sources						
Year	ProjectID	Description	Surplus/ (Deficit) (\$)	Reserve	Description	
Approved						

**Projects impacting the Unallocated Capital Levy Reserve**

Projects returning funds

2015	7101554510	Dundas J.L.Grightmire Arena Renovation	33,136.21	108020	Unalloc Capital Levy
2018	5301885804	Bus Stop Shelter Rehabilitation	5,299.92	108020	Unalloc Capital Levy
2019	3501957909	IT Strategy - Strategic Theme Integrated & Connected	48,781.58	108020	Unalloc Capital Levy
2019	3541959100	FA1901	24,320.19	108020	Unalloc Capital Levy
2019	4031911019	Asset Preservation - Buchanan Neighbourhood	17.78	108020	Unalloc Capital Levy
2019	4401955600	Parks Testing and Reporting	3,876.34	108020	Unalloc Capital Levy
2020	3382055001	Community Benefits Strategy & By-law	48,366.43	108020	Unalloc Capital Levy
2020	4662020020	New Traffic Signal - Rymal Road at Arrowhead Drive	3,277.83	108020	Unalloc Capital Levy
2020	5302084003	Renaming the MacNab Terminal	4,742.02	108020	Unalloc Capital Levy
2021	3542141001	Farmers' Market Security Enhancements and Infrastructure	15,087.56	108020	Unalloc Capital Levy
2021	3722141805	Program HCC, FOCH & FOC Lifecycle Renewal	9,816.05	108020	Unalloc Capital Levy
2021	4662141105	Repaving of 1375 Upper Ottawa rear lot	3,327.81	108020	Unalloc Capital Levy
2021	5122151101	Waste Collection Packer DriveCam Camera Upgrade	5,586.44	108020	Unalloc Capital Levy

***Net impact to the Unallocated Capital Levy Reserve***

**205,636.16**

**Projects impacting Other Reserves**

Projects requiring funds

2016	4401656620	RE1600	(80,260.09)	110046	Tax Stabilization
2016	5181655421	SERG - Stormwater System Planning	(59,575.65)	108010	Storm Sewer Capital Reserve
2018	5301985804	Bus Stop Shelter Rehabilitation	(2,200.25)	108045	Public Transit Capital Funds

**(142,035.99)**

Projects returning funds

2012	3301909100	Ward 1 Capital Reinvestment	7,000.00	108051	Ward 1 Special Capital Re-investment
2012	3301809100	Ward 1 Capital Reinvestment	77,541.25	108051	Ward 1 Special Capital Re-investment
2012	3301709100	Ward 1 Capital Reinvestment	43,075.18	108051	Ward 1 Special Capital Re-investment
2016	4241609111	Kirkendall Neighbourhood Plan	10,442.64	108051	Ward 1 Special Capital Re-investment
2021	4242109103	Victoria Park Play Equipment	17,187.26	108051	Ward 1 Special Capital Re-investment
2012	3301809200	Ward 2 Capital Reinvestment	47,540.85	108052	Ward 2 Special Capital Re-investment
2016	7101854810	Durand Washroom Facility	73,577.28	108052	Ward 2 Special Capital Re-investment

CITY OF HAMILTON CAPITAL PROJECT CLOSINGS AS OF DECEMBER 31, 2022					
Projects impacting the Unallocated Capital Levy Reserve and Other Sources					
Year	ProjectID	Description	Surplus/ (Deficit) (\$)	Reserve	Description
Approved					
2018	4241809213	James Art Crawl Sidewalk	54,201.03	108052	Ward 2 Special Capital Re-investment
2019	4241909223	James St Conductor	2,158.04	108052	Ward 2 Special Capital Re-investment
2019	4241909211	Central Corktown Duran Solar	54,526.94	108052	Ward 2 Special Capital Re-investment
2012	3301809300	Ward 3 Capital Reinvestment	45,000.00	108053	Ward 3 Special Capital Re-investment
2012	3301709300	Ward 3 Capital Reinvestment	79,031.29	108053	Ward 3 Special Capital Re-investment
2021	4242109302	Haywood Park play structure	17,508.65	108053	Ward 3 Special Capital Re-investment
2012	3301909500	Ward 5 Capital Reinvestment	49,868.40	108055	Ward 5 Special Capital Re-investment
2012	3302009500	Ward 5 Capital Reinvestment	100,000.00	108055	Ward 5 Special Capital Re-investment
2012	3301809500	Ward 5 Capital Reinvestment	50,736.74	108055	Ward 5 Special Capital Re-investment
2012	3301709500	Ward 5 Capital Reinvestment	522.90	108055	Ward 5 Special Capital Re-investment
2017	3301709600	Ward 6 Capital Reinvestment	542.32	108056	Ward 6 Special Capital Re-investment
2012	3302009700	Ward 7 Capital Reinvestment	74,712.94	108057	Ward 7 Special Capital Re-investment
2012	3301809700	Ward 7 Capital Reinvestment	12,793.79	108057	Ward 7 Special Capital Re-investment
2012	3301509700	Ward 7 Capital Reinvestment	85,410.42	108057	Ward 7 Special Capital Re-investment
2012	3301709700	Ward 7 Capital Reinvestment	54,004.78	108057	Ward 7 Special Capital Re-investment
2021	4242009702	Speed cushions	41,175.72	108057	Ward 7 Special Capital Re-investment
2022	4242209703	W7 Speed Cushions - Berko Ave	7,983.52	108057	Ward 7 Special Capital Re-investment
2012	3301909800	Ward 8 Capital Reinvestment	44,718.37	108058	Ward 8 Special Capital Re-investment
2012	3301709800	Ward 8 Capital Reinvestment	16,805.86	108058	Ward 8 Special Capital Re-investment
2022	4242209805	Rolston Dr - Road and Sidewalk	100,000.00	108058	Ward 8 Special Capital Re-investment
2019	3302009014	Ward 14 Capital Reinvestment	100,000.00	108064	Ward 14 Special Capital Re-investment
2019	3301909014	Ward 14 Capital Reinvestment	42,680.72	108064	Ward 14 Special Capital Re-investment
2022	3562250201	Confidential - RE2201-2021050	1,733,711.10	100035	Property Purchases
2012	3501357302	Common Address Database	276,239.53	110046	Tax Stabilization
2018	3501957903	IT Strategy - Strategic Theme Mobility	21,731.15	110046	Tax Stabilization
2021	3502157103	Dispatch Software Fire - CAD	12,792.78	110046	Tax Stabilization
2014	5121449002	CCF Air Handling-Odour Control	370,722.20	112271	WM Facilities-Replace-Upgrade
2020	7902049002	2020 Hamilton City Hall Lighting Upgrade to LEDs	47,250.10	112272	Energy Conservation Initiatives
2022	4662220212	Speed Bump Fletcher & Mistywood	20,900.85	117036	Scr Compens Royalties
2015	5161567564	HC005 - Schedule C EA	666,622.91	108005	Sanitary Sewer Capital Reserve
2018	5162068851	Pier 25 Dredging - Windermere	7,834,440.16	108005	Sanitary Sewer Capital Reserve
2019	5161960942	Ancaster Sewage Pipeline Rehab	509.30	108005	Sanitary Sewer Capital Reserve
2020	5162060044	Battlefield Crk Trunk Cleaning	248,976.48	108005	Sanitary Sewer Capital Reserve
2022	5162280280	Dewitt Road Sanitary Sewer	500.00	108005	Sanitary Sewer Capital Reserve
2019	5181917152	Roadside Drainage Improvements	796.65	108010	Storm Sewer Capital Reserve
2020	5182049555	QA-QC Service Contract 2020	195,000.00	108010	Storm Sewer Capital Reserve
2021	5182168651	Windermere Basin Shore Rehab	102,831.40	108010	Storm Sewer Capital Reserve
2014	5141455425	Concrete Pipe Condition Assess	198,877.15	108015	Waterworks Capital Reserve
2015	5141555010	Water Systems Planning	41,842.61	108015	Waterworks Capital Reserve

CITY OF HAMILTON CAPITAL PROJECT CLOSINGS AS OF DECEMBER 31, 2022						
Projects impacting the Unallocated Capital Levy Reserve and Other Sources						
Year Approved	ProjectID	Description	Surplus/ (Deficit) (\$)	Reserve	Description	
2016	5141667422	Osler Road HD011 WPS	131,428.64	108015	Waterworks Capital Reserve	
2021	5142160074	CIPP Urgent&Sensitive Crossing	5,782.10	108015	Waterworks Capital Reserve	
2021	5142166578	Waterdown Private Well Study	72,301.46	108015	Waterworks Capital Reserve	
2021	5142155122	Woodward-Greenhill Inspection	4,638.47	108015	Waterworks Capital Reserve	
2021	5142155022	Engineering Consultants	635,610.11	108015	Waterworks Capital Reserve	
2011	4401256126	Shaver Estates Trail	108,350.82	DC Allocation		
2015	4401856812	Spencer Creek Estates (13)	20,664.39	DC Allocation		
2016	4031780180	Mohawk – McNiven to Hwy 403	12,529.04	DC Allocation		
			<b>14,075,796.29</b>			
<b>Net impact to Other Reserves</b>			<b>13,933,760.30</b>			
<b>Total Net impact to the Unallocated Capital Levy Reserve &amp; Other Reserves</b>			<b>14,139,396.46</b>			



CITY OF HAMILTON  
CAPITAL PROJECTS' CLOSING SCHEDULE  
AS OF DECEMBER 31, 2022

YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$)	REVENUES (\$)	EXPENDITURES (\$)	PROJECT SURPLUS/ (DEFICIT) (\$)	%
			a	b	c	d = b - c	e=c/a
<b>UNALLOCATED CAPITAL LEVY RESERVE</b>							
2019	4031911019	Asset Preservation - Buchanan Neighbourhood	1,706,000.00	1,705,958.93	1,705,941.15	17.78	100.0%
2020	4662020020	New Traffic Signal - Rymal Road at Arrowhead Drive	180,000.00	163,577.56	160,299.73	3,277.83	89.1%
2021	4662141105	Repaving of 1375 Upper Ottawa rear lot	100,000.00	100,000.00	96,672.19	3,327.81	96.7%
2019	4401955600	Parks Testing and Reporting	46,636.78	46,636.78	42,760.44	3,876.34	91.7%
2020	5302084003	Renaming the MacNab Terminal	37,000.00	37,000.00	32,257.98	4,742.02	87.2%
2018	5301885804	Bus Stop Shelter Rehabilitation	125,000.00	125,000.00	119,700.08	5,299.92	95.8%
2021	5122151101	Waste Collection Packer DriveCam Camera Upgrade	44,128.83	44,128.83	38,542.39	5,586.44	87.3%
2021	3722141805	Program HCC, FOCH & FOC Lifecycle Renewal	120,000.00	120,000.00	110,183.95	9,816.05	91.8%
2021	3542141001	Farmers' Market Security Enhancements and Infrastructure	98,450.00	98,450.00	83,362.44	15,087.56	84.7%
2019	3541959100	FA1901	1,669,000.00	1,669,000.00	1,644,679.81	24,320.19	98.5%
2015	7101554510	Dundas J.L.Grightmire Arena Renovation	7,000,000.00	7,047,900.00	7,014,763.79	33,136.21	100.2%
2020	3382055001	Community Benefits Strategy & By-law	225,000.00	225,000.00	176,633.57	48,366.43	78.5%
2019	3501957909	IT Strategy - Strategic Theme Integrated & Connected	295,000.00	295,000.00	246,218.42	48,781.58	83.5%
<b>TOTAL FUNDS FROM UNALLOCATED CAPITAL LEVY (13)</b>			<b>11,646,215.61</b>	<b>11,677,652.10</b>	<b>11,472,015.94</b>	<b>205,636.16</b>	<b>98.5%</b>
<b>OTHER PROGRAM SPECIFIC RESERVES</b>							
2018	5301985804	Bus Stop Shelter Rehabilitation	125,000.00	125,000.00	127,200.25	(2,200.25)	101.8%
2016	4401656620	RE1600	356,725.16	356,725.16	436,985.25	(80,260.09)	122.5%
2016	5181655421	SERG - Stormwater System Planning	280,000.00	280,000.00	339,575.65	(59,575.65)	121.3%
2012	3301909100	Ward 1 Capital Reinvestment	14,888.80	14,888.80	7,888.80	7,000.00	53.0%
2012	3301809100	Ward 1 Capital Reinvestment	100,000.00	100,000.00	22,458.75	77,541.25	22.5%
2012	3301709100	Ward 1 Capital Reinvestment	100,000.00	100,000.00	56,924.82	43,075.18	56.9%
2016	4241609111	Kirkendall Neighbourhood Plan	125,000.00	125,000.00	114,557.36	10,442.64	91.6%
2021	4242109103	Victoria Park Play Equipment	65,000.00	65,000.00	47,812.74	17,187.26	73.6%
2012	3301809200	Ward 2 Capital Reinvestment	100,000.00	100,000.00	52,459.15	47,540.85	52.5%
2016	7101854810	Durand Washroom Facility	333,000.00	333,000.00	259,422.72	73,577.28	77.9%
2018	4241809213	James Art Crawl Sidewalk	57,504.00	57,504.00	3,302.97	54,201.03	5.7%
2019	4241909223	James St Conductor	21,696.00	21,696.00	19,537.96	2,158.04	90.1%
2019	4241909211	Central Corktown Duran Solar	105,000.00	105,000.00	50,473.06	54,526.94	48.1%
2012	3301809300	Ward 3 Capital Reinvestment	100,000.00	50,000.00	5,000.00	45,000.00	5.0%
2012	3301709300	Ward 3 Capital Reinvestment	100,000.00	100,000.00	20,968.71	79,031.29	21.0%
2021	4242109302	Haywood Park play structure	65,000.00	65,000.00	47,491.35	17,508.65	73.1%
2012	3301909500	Ward 5 Capital Reinvestment	100,000.00	100,000.00	50,131.60	49,868.40	50.1%
2012	3302009500	Ward 5 Capital Reinvestment	100,000.00	100,000.00	-	100,000.00	0.0%
2012	3301809500	Ward 5 Capital Reinvestment	100,000.00	100,000.00	49,263.26	50,736.74	49.3%
2012	3301709500	Ward 5 Capital Reinvestment	100,000.00	100,000.00	99,477.10	522.90	99.5%
2017	3301709600	Ward 6 Capital Reinvestment	100,000.00	99,914.87	99,372.55	542.32	99.4%
2012	3302009700	Ward 7 Capital Reinvestment	100,000.00	100,000.00	25,287.06	74,712.94	25.3%
2012	3301809700	Ward 7 Capital Reinvestment	85,318.00	35,496.00	22,702.21	12,793.79	48.3%
2012	3301509700	Ward 7 Capital Reinvestment	100,000.00	100,000.00	14,589.58	85,410.42	14.6%
2012	3301709700	Ward 7 Capital Reinvestment	100,000.00	100,000.00	45,995.22	54,004.78	46.0%
2021	4242009702	Speed cushions	50,500.00	50,500.00	9,324.28	41,175.72	18.5%
2022	4242209703	W7 Speed Cushions - Berko Ave	14,000.00	14,000.00	6,016.48	7,983.52	43.0%
2012	3301909800	Ward 8 Capital Reinvestment	61,358.69	61,358.69	16,640.32	44,718.37	27.1%
2012	3301709800	Ward 8 Capital Reinvestment	100,000.00	50,000.00	33,194.14	16,805.86	33.2%
2022	4242209805	Rolston Dr - Road and Sidewalk	100,000.00	100,000.00	0.00	100,000.00	0.0%
2019	3302009014	Ward 14 Capital Reinvestment	100,000.00	100,000.00	0.00	100,000.00	0.0%
2019	3301909014	Ward 14 Capital Reinvestment	100,000.00	100,000.00	57,319.28	42,680.72	57.3%
2022	3562250201	Confidential - RE2201-2021050	7,591,443.00	7,591,443.00	5,857,731.90	1,733,711.10	77.2%
2012	3501357302	Common Address Database	1,555,000.00	1,555,000.00	1,278,760.47	276,239.53	82.2%
2018	3501957903	IT Strategy - Strategic Theme Mobility	100,000.00	100,000.00	78,268.85	21,731.15	78.3%
2021	3502157103	Dispatch Software Fire - CAD	250,000.00	250,000.00	237,207.22	12,792.78	94.9%
2014	5121449002	CCF Air Handling-Odour Control	1,151,000.00	721,676.50	350,954.30	370,722.20	30.5%

CITY OF HAMILTON  
CAPITAL PROJECTS' CLOSING SCHEDULE  
AS OF DECEMBER 31, 2022

YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$)	REVENUES (\$)	EXPENDITURES (\$)	PROJECT SURPLUS/ (DEFICIT) (\$)	%
			a	b	c	d = b - c	e=c/a
2020	7902049002	2020 Hamilton City Hall Lighting Upgrade to LEDs	499,000.00	496,128.00	448,877.90	47,250.10	90.0%
2022	4662220212	Speed Bump Fletcher & Mistywood	36,000.00	36,000.00	15,099.15	20,900.85	41.9%
2015	5161567564	HC005 - Schedule C EA	990,000.00	990,000.00	323,377.09	666,622.91	32.7%
2018	5162068851	Pier 25 Dredging - Windermere	13,700,000.00	13,700,000.00	5,865,559.84	7,834,440.16	42.8%
2019	5161960942	Ancaster Sewage Pipeline Rehab	6,372,000.00	6,372,000.00	6,371,490.70	509.30	100.0%
2020	5162060044	Battlefield Crk Trunk Cleaning	250,000.00	250,000.00	1,023.52	248,976.48	0.4%
2022	5162280280	Dewitt Road Sanitary Sewer	500,500.00	500.00	0.00	500.00	0.0%
2019	5181917152	Roadside Drainage Improvements	1,192,754.00	1,193,550.65	1,192,754.00	796.65	100.0%
2020	5182049555	QA-QC Service Contract 2020	195,000.00	195,000.00	0.00	195,000.00	0.0%
2021	5182168651	Windermere Basin Shore Rehab	170,000.00	170,000.00	67,168.60	102,831.40	39.5%
2014	5141455425	Concrete Pipe Condition Assess	2,771,302.88	2,771,302.88	2,572,425.73	198,877.15	92.8%
2015	5141555010	Water Systems Planning	450,000.00	450,000.00	408,157.39	41,842.61	90.7%
2016	5141667422	Osler Road HD011 WPS	2,569,000.00	2,568,999.92	2,437,571.29	131,428.63	94.9%
2021	5142160074	CIPP Urgent&Sensitive Crossing	800,000.00	800,000.00	794,217.90	5,782.10	99.3%
2021	5142166578	Waterdown Private Well Study	100,000.00	100,000.00	27,698.54	72,301.46	27.7%
2021	5142155122	Woodward-Greenhill Inspection	350,000.00	350,000.00	345,361.53	4,638.47	98.7%
2021	5142155022	Engineering Consultants	700,000.00	700,000.00	64,389.89	635,610.11	9.2%
2012	4401256126	Shaver Estates Trail	1,832,067.00	1,832,051.82	1,723,701.00	108,350.82	94.1%
2018	4401856812	Spencer Creek Estates (13)	290,000.00	290,000.00	269,335.61	20,664.39	92.9%
2017	4031780180	Mohawk - McNiven to Hwy 403	150,000.00	150,000.00	137,470.96	12,529.05	91.6%
<b>TOTAL FUNDS TO PROGRAM SPECIFIC RESERVES (57)</b>			<b>48,025,057.53</b>	<b>46,943,736.29</b>	<b>33,009,976.00</b>	<b>13,933,760.30</b>	<b>68.7%</b>
<b>DELAYED/CANCELLED PROJECTS</b>							
2017	5301785702	Express Bus (L-A-S-T Lines) Enhanced Passenger Amenities	740,000.00	0.00	0.00	0.00	0.0%
<b>TOTAL DELAYED/CANCELLED PROJECTS (1)</b>			<b>740,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>COMPLETED PROJECTS</b>							
<b>CORPORATE SERVICES DEPARTMENT(Tax Budget)</b>							
<b>Councillor Infrastructure Program</b>							
2012	3302009400	Ward 4 Capital Reinvestment	0.00	0.00	0.00	0.00	0.0%
2012	3301809600	Ward 6 Capital Reinvestment	100,000.00	100,085.13	100,085.13	0.00	100.1%
2012	3301909700	Ward 7 Capital Reinvestment	100,000.00	103,126.51	103,126.51	0.00	103.1%
2012	3301809800	Ward 8 Capital Reinvestment	100,000.00	51,550.00	51,550.00	0.00	51.6%
2019	4241909227	125 Barton Accessible Door	70,000.00	70,000.00	70,000.00	0.00	100.0%
2019	4241909224	String Light John James	5,500.00	5,500.00	5,500.00	0.00	100.0%
2021	4242009405	Kenilworth-Roxborough - Barton	550,000.00	552,439.02	552,439.02	0.00	100.4%
<b>OUTSIDE BOARDS AND AGENCIES (Tax Budget)</b>							
<b>City Housing</b>							
2016	4241609210	185 Jackson Hallway Reno	20,000.00	20,000.00	20,000.00	0.00	100.0%
2022	4242209208	CHH Key Cards	7,945.04	7,945.04	7,945.04	0.00	100.0%
2015	6182041602	City Housing Contribution	500,000.00	500,000.00	500,000.00	0.00	100.0%
<b>Healthy &amp; Safe Communities (Tax Budget)</b>							
<b>Housing Services</b>							
2019	6731941114	COCHI - New Build Yr 3	846,414.00	846,414.00	846,414.00	0.00	100.0%
2020	6732141102	COVID19-CHPI SSRF Holdback	6,204,023.00	5,000,000.00	5,000,000.00	0.00	80.6%
2019	6731941921	OPHI - Rental Housing	5,088,575.00	5,088,575.00	5,088,575.00	0.00	100.0%
2019	6731941021	OPHI-Rental Housing Yr 2	297,770.00	297,770.55	297,770.55	0.00	100.0%
2019	6731941116	COCHI - Yr 3 Residual Admin	51,400.00	51,400.00	51,400.00	0.00	100.0%
<b>Planning &amp; Economic Development (Tax Budget)</b>							
<b>Growth Management &amp; Economic Development</b>							
2021	4142146101	630 Trinity City Share	98,140.00	88,378.73	88,378.73	0.00	90.1%
2006	4141246100	City Share of Servicing Costs under Subdivision Agreements	37,853.76	0.00	0.00	0.00	0.0%

CITY OF HAMILTON CAPITAL PROJECTS' CLOSING SCHEDULE AS OF DECEMBER 31, 2022								
YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$)	REVENUES (\$)	EXPENDITURES (\$)	PROJECT SURPLUS/ (DEFICIT) (\$)	%	
			a	b	c	d = b - c	e=c/a	
2006	4141346100	City Share of Servicing Costs under Subdivision Agreements	1,692,814.86	0.00	0.00	0.00	0.0%	
2006	4141446100	City Share of Servicing Costs under Subdivision Agreements	2,253,555.97	0.00	0.00	0.00	0.0%	
2006	4141546100	City Share of Servicing Costs under Subdivision Agreements	1,274,492.26	0.00	0.00	0.00	0.0%	
<b>Tourism &amp; Culture</b>								
2020	7202241201	Dundurn Balcony Restoration	95,000.00	57,200.00	57,200.00	0.00	60.2%	
2016	7201641603	Fieldcote Addition FNL Design	136,200.00	118,525.30	118,525.30	0.00	87.0%	
2019	7202141105	Hamilton Steam Museum Exterior Improvements	15,000.00	11,786.53	11,786.53	0.00	78.6%	
2019	7202041202	Steam Museum Keefer Steps Restoration	342,514.71	327,087.09	327,087.09	0.00	95.5%	
<b>Economic Development</b>								
2012	2112056401	Confidential - Parkland Acquisition	2,500,000.00	2,500,000.00	2,500,000.00	0.00	100.0%	
2017	8201703201	Education Campuses Dwntrn	488,500.00	488,505.00	488,505.00	0.00	100.0%	
2014	4141446108	Paramount Subdivision	19,507.74	19,507.74	19,507.74	0.00	100.0%	
<b>Public Works (Tax Budget)</b>								
<b>Parks Division</b>								
2019	4401956910	Ancaster Soccer Improvements	396,589.48	396,589.48	396,589.48	0.00	100.0%	
2017	4401856813	Chedoke Falls Viewing Feasibility Study	55,312.41	55,312.41	55,312.41	0.00	100.0%	
2019	4402051903	Confederation Beach Park - Capital Maintenance Program	179,929.18	178,080.35	178,080.35	0.00	99.0%	
2021	4242109504	Dover Park Play Structure	103,974.11	103,974.11	103,974.11	0.00	100.0%	
2019	4241909214	Hanging Baskets	6,000.00	6,000.00	6,000.00	0.00	100.0%	
2018	4401849801	Monitoring and Repairs of the Escarpment and Waterfront (Parks and Cemeteries)	58,712.73	58,712.73	58,712.73	0.00	100.0%	
2021	4242109401	Montgomery Park Lighting	197,222.40	197,222.40	197,222.40	0.00	100.0%	
2022	4242209701	Natural Burial Section at Mount Hamilton Cemetery	100,000.00	101,760.20	101,760.20	0.00	101.8%	
2021	4242109301	Play structure & fountains - Dofasco Park	70,655.29	70,655.29	70,655.29	0.00	100.0%	
2021	4242109305	Play structure & fountains - Keith Park	98,416.40	98,416.40	98,416.40	0.00	100.0%	
2012	4402256112	Rennie Street Works Yard - Proposed Park	100,000.00	-1,331.66	-1,331.66	0.00	-1.3%	
2019	4401954699	Tennis and Multi -use Court Rehabilitation Program	171,263.35	180,263.35	180,263.35	0.00	105.3%	
2020	4402051601	Equipment Acquisition (DC) Program	247,000.00	247,000.00	247,000.00	0.00	100.0%	
2021	4242109807	W8 Park Pathway Improvements	91,000.00	97,812.29	97,812.29	0.00	107.5%	
<b>Recreation Facilities</b>								
2008	7101558501	Parkdale Outdoor Pool Redevelopment & Expansion	4,113,799.79	4,218,371.59	4,218,371.59	0.00	102.5%	
2016	7102145215	Program - Parking Lot Management	300,000.00	295,110.64	295,110.64	0.00	98.4%	
2016	7102155101	Program - Recreation Facilities Audit	202,000.00	211,370.42	211,370.42	0.00	104.6%	
2017	7102154703	Program - Senior Centre Retrofits	105,570.38	22,177.20	22,177.20	0.00	21.0%	
2016	7101854508	Public Use Feasibility Needs & Study	150,000.00	137,150.86	137,150.86	0.00	91.4%	
2016	7102054508	Public Use Feasibility Needs & Study	50,000.00	12,296.91	12,296.91	0.00	24.6%	
<b>Transit Division</b>								
2015	5302084010	PRESTO Equipment Replacement	4,500,000.00	3,874,260.78	3,874,260.78	0.00	86.1%	
2015	5302085902	Transit Shelter and Landing Pad Expansion Program	150,000.00	149,821.54	149,821.54	0.00	99.9%	
<b>Waste Management</b>								
2010	5122194029	SWMMP - Recommendation 6: Alternative Disposal Facility	0.00	0.00	0.00	0.00	0.0%	
2021	5122251103	Waste Packers Reversing Safety Sensors	48,000.00	48,000.00	48,000.00	0.00	100.0%	
<b>Energy, Fleet &amp; Facilities</b>								
2020	7902049003	2020 Libraries LED Upgrade Project	255,000.00	257,871.50	257,871.50	0.00	101.1%	
2018	3541841802	CHH CLEARING - 500 MacNab	0.00	94,454.43	94,454.43	0.00	0.0%	
2016	3542155100	Corporate Facilities Audit Program	481,134.35	454,212.06	454,212.06	0.00	94.4%	

CITY OF HAMILTON CAPITAL PROJECTS' CLOSING SCHEDULE AS OF DECEMBER 31, 2022							
YEAR APPROVED	PROJECT ID	DESCRIPTION	APPROVED BUDGET (\$)	REVENUES (\$)	EXPENDITURES (\$)	PROJECT SURPLUS/ (DEFICIT) (\$)	% SPENT
			a	b	c	d = b - c	e=c/a
2019	3721949902	Expansion Joint Replacement Commonwealth Square	250,000.00	156,807.40	156,807.40	0.00	62.7%
2018	3721851803	Hamilton Convention Centre Exterior Restoration Program of Courtyard, Stairwells	2,061,290.29	1,815,019.94	1,815,019.94	0.00	88.1%
2016	3542141409	Program - Facilities Code & Legislative Compliance	401,288.46	324,358.30	324,358.30	0.00	80.8%
2016	3542141532	Program - Facility Capital Maintenance	844,324.35	484,814.85	484,814.85	0.00	57.4%
2016	3721941805	Program HCC, FOCH & FOC Lifecycle Renewal	471,729.03	348,647.12	348,647.12	0.00	73.9%
2020	3722015110	Tim Horton's Field End Guards	1,160,127.43	1,186,456.94	1,186,456.94	0.00	102.3%
2021	3722141100	Tim Horton's Field Turf Replacement	1,000,000.00	962,099.01	962,099.01	0.00	96.2%
<b>Roads Division</b>							
2014	4031420425	Hamilton Wentworth District School Board – Upper Wentworth & Fieldway Traffic	250,000.00	412,800.82	412,800.82	0.00	165.1%
2017	4031711016	Asset Preservation 2017	10,595,580.33	10,566,661.91	10,566,661.91	0.00	99.7%
2018	4031818219	Structural Investigations and Reports	370,000.00	370,000.00	370,000.00	0.00	100.0%
2018	4031818313	Bridge 313 - Arkledun Ave (Jolley Cut), over Claremont Access	350,000.00	313,831.36	313,831.36	0.00	89.7%
2018	4031811016	Asset Preservation 2018	3,718,000.00	3,698,344.43	3,698,344.43	0.00	99.5%
2019	4041910417	Retaining Wall Rehabilitation Program	850,000.00	850,000.00	850,000.00	0.00	100.0%
2019	4031911018	Asset Preservation - Balfour Neighbourhood	1,659,000.00	1,658,099.47	1,658,099.47	0.00	99.9%
2020	4042010417	Retaining Wall Rehabilitation Program - AM	490,000.00	490,000.00	490,000.00	0.00	100.0%
2020	4662020531	APS - Accessible Pedestrian Signals	50,000.00	50,000.00	50,000.00	0.00	100.0%
2020	4032018216	Bridge and Culvert Maintenance - T.O.M.	150,000.00	150,000.00	150,000.00	0.00	100.0%
2020	4662020051	Education Priorities - Vision Zero	400,000.00	400,000.00	400,000.00	0.00	100.0%
2020	4662020721	Pedestrian Crossovers	300,000.00	300,000.00	300,000.00	0.00	100.0%
2020	4042011351	Roads - Alleyway Rehabilitation	60,000.00	60,000.00	60,000.00	0.00	100.0%
2018	4661820008	New Traffic Signal Installation Program	584,344.77	448,909.94	448,909.94	0.00	76.8%
2020	4662020019	Traffic Controller Replacement Program	250,000.00	250,000.00	250,000.00	0.00	100.0%
2021	4662120017	Traffic Signal LED Lighting Upgrade Program	420,000.00	388,165.30	388,165.30	0.00	92.4%
2020	4662120011	Traffic Signal Upgrades	450,000.00	528,253.52	528,253.52	0.00	117.4%
2021	4242110555	2021 Chargebacks - Area Rating	0.00	1,081,863.65	1,081,863.65	0.00	0.0%
2021	4032111021	Brock - Concession 4 W to Safari	1,430,000.00	1,429,604.12	1,429,604.12	0.00	100.0%
2021	4032111028	Stone Church - Golf Links to Omni	1,105,000.00	1,104,375.64	1,104,375.64	0.00	99.9%
<b>Waterfront Program</b>							
2021	4412110555	2021 Chargebacks - W Harbour	0.00	0.00	0.00	0.00	0.0%
<b>Public Works (Rate Budget)</b>							
<b>Waterworks Regular Program</b>							
2015	5141666608	Lynden Additional Water Supply	7,765,000.00	7,604,316.32	7,604,316.32	0.00	97.9%
2020	5142055022	Engineering Consultant Watermain Projects	300,000.00	300,000.00	300,000.00	0.00	100.0%
<b>Wastewater Regular Program</b>							
2017	5161766745	Woodward WWTP - Operational Readiness	2,475,000.00	1,724,629.68	1,724,629.68	0.00	69.7%
2017	5161996011	Intensification Infrastructure Upgrades Program - Wastewater	200,000.00	106,238.33	106,238.33	0.00	53.1%
2010	5161096011	Annual Intensification Infrastructure Upgrades - Wastewater	924,436.19	1,111,783.26	1,111,783.26	0.00	120.3%
2021	5162060999	Closed Projects - WasteWater	0.00	0.00	0.00	0.00	0.0%
2021	5162111101	Road Cut Restoration Program	4,115,000.00	4,115,000.00	4,115,000.00	0.00	100.0%
<b>Storm Sewers Regular Program</b>							
2011	5181159150	Res Drainage Assistance Prog	509,000.00	510,781.26	510,781.26	0.00	100.3%
2011	5181155369	Annual Specific Area Stormwater MP	150,000.00	102,498.35	102,498.35	0.00	68.3%
2013	5181355369	Specific Area Stormwater Management Program	100,000.00	11,603.31	11,603.31	0.00	11.6%
2021	5182271226	Mud St (Phase 02) - Isaac Brock Dr to Upper Centennial Pkwy	0.00	0.00	0.00	0.00	0.0%
2020	5182017152	Right of Way Drainage Program	817,307.00	817,307.00	817,307.00	0.00	100.0%
2020	5182060622	SWM Facility Maintenance Program	1,700,000.00	1,700,000.00	1,700,000.00	0.00	100.0%
<b>TOTAL COMPLETED PROJECTS (95)</b>			<b>83,853,214.06</b>	<b>75,804,632.15</b>	<b>75,804,632.15</b>	<b>0.00</b>	<b>90.4%</b>
<b>GRAND TOTAL (166)</b>			<b>144,264,487.20</b>	<b>134,426,020.54</b>	<b>120,286,624.09</b>	<b>14,139,396.46</b>	<b>83.4%</b>



**CITY OF HAMILTON  
 CAPITAL PROJECTS BUDGET APPROPRIATION SCHEDULE  
 FOR THE PERIOD COVERING OCTOBER 1, 2022 THROUGH DECEMBER 31, 2022**

Appropriated From	Description	Appropriated To	Description	Amount(\$)
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>				
<i>Growth Management Division</i>				
4032111020	Paramount - Atlas to Old Mud	4032211018	Hghlnd - Glenhllw to Frst Rd W	236,000.00
4032111020	Paramount - Atlas to Old Mud	4032211020	Highland Rd W - Winterberry	81,000.00
				<b>317,000.00</b>
<b>Planning &amp; Economic Development (2)</b>				<b>317,000.00</b>
<b>PUBLIC WORKS - TAX FUNDED</b>				
<i>Roads</i>				
4031911613	CP Minor Maintenance Ward 13	4032119111	HWY 8 - Bond to Woodleys Lane	39,600.00
4031118126	Bridge 163-Centennial N	4032218050	Bridge 050 - Third Rd E	75,000.00
4031118126	Bridge 163-Centennial N	4032218105	Bridge 105 - Book Rd W	75,000.00
				<b>189,600.00</b>
<i>Parks</i>				
4401849801	MonitorRepair-Escrpmnt&Wtrfrnt	4402149101	Prk Pthwy Resurfacing Prgrm	6,287.27
4401954699	Tennis & Multi-use Ct Rehab	4402154699	Tennis&Multi-useCrt RehabPrgrm	6,000.00
4402051903	ConfederationBeach Pk-CapMntnce	4402151903	ConfedBeach-Cap Mntnce Prgrm	1,848.83
4402149101	Prk Pthwy Resurfacing Prgrm	4242109401	Montgomery Park Lighting	2,645.40
4402152600	Plygrnd Life Replace Prgrm	4242109301	Play structure & fountains	655.29
4402152600	Plygrnd Life Replace Prgrm	4242109305	Play structure & fountains	3,416.40
4402152600	Plygrnd Life Replace Prgrm	4242109504	Dover Park Play Structure	3,974.11
4400756755	Joe Sams Park Phase 2 Develop	4401956910	Ancaster Soccer Improvements	6,589.48
4401856813	Chedoke Falls Viewing Study	4401956934	Chedoke Falls Viewing Implmntn	4,687.59
4401955600	Parks Testing and Reporting	4401756710	Valley Prk-Skateboard Prk	3,363.22
				<b>39,467.59</b>
<i>Energy Fleet and Facilities</i>				
3542141010	Prgrm - Fac Upgrades to HPL	3542141412	Program - Roof Management	174,644.78
				<b>174,644.78</b>
<b>Public Works Tax Funded (14)</b>				<b>403,712.37</b>
<b>BUDGET APPROPRIATION (16)</b>				<b>720,712.37</b>



**CITY OF HAMILTON**  
**CAPITAL PROJECTS BUDGET APPROPRIATIONS OF \$250,000 OR GREATER AND CAPITAL PROJECT RESERVE FUNDING REQUIRING COUNCIL APPROVAL**  
**FOR THE PERIOD COVERING OCTOBER 1, 2022 THROUGH DECEMBER 31, 2022**

Appropriated/ Transferred From	Description	Appropriated/ Transferred To	Description	Amount (\$)	Council Approval / Comments	Comments
<b>Public Works-Tax Funded</b>						
3542141532 Acct 49300	Program - Facility Capital Maintenance	3540041532 Acct 49300	Program Facilities Capital Maintenance	<b>359,509.50</b>		Surplus funds to be appropriated to current year PID Facility Capital Maintenance Program
<b>Public Works (Tax) Total</b>				<b>\$ 359,509.50</b>		
<b>Project Totals</b>				<b>\$ 359,509.50</b>		



**CITY OF HAMILTON**  
**Capital Projects Budget Appropriations between Current Contribution and Canada Community-Building Fund Requiring Council Approval**

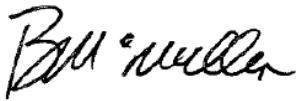
Project ID	Description	Proposed appropriations	
		Current Contributions (\$) (Account # 49300)	Canada Community-Building Fund (\$) (Account # 42020)
4031911021	Asset Preservation - Westdale South Neighbourhood (North Section)	-1,000,000	1,000,000
4031919110	Barton - Parkdale to Talbot	-950,000	950,000
4031819104	Hewitson - Dupont to Barton	-593,000	593,000
4032011026	Mud - Paramount to Upper Centennial	-570,000	570,000
4032018248	Bridge 248 - King St W	-500,000	500,000
4031118126	Bridge 163 - Centennial Parkway North, 540m n/o Barton	-447,000	447,000
4032218294	Bridge 294 - Rousseaux St, 120m e/o Academy Dr	-420,000	420,000
4032211029	King - Stoney Brook to Highway No. 8	-345,000	345,000
4032319109	Wilson - Victoria to Sherman	-300,000	300,000
4032111029	Wilson - Rousseaux to Filman	-242,000	242,000
4031218526	Bridge 451 - Hwy 5 E, 120m e/o Mill St S	-238,000	238,000
4032211018	Highland - Glenhollow to First Rd W	-224,000	224,000
4031919119	Sheaffe / Park / Mulberry (Central Nbhd (North))	-220,000	220,000
4031911028	Strachan - James to east end	-200,000	200,000
4031818437	Bridge 437 - Miles Rd	-185,000	185,000
4032018414	Bridge 414 - Miles Road	-180,000	180,000
4031618090	Bridge 090 - McMurray	-155,000	155,000
4032111026	Stone Church - Upper James to Upper Wellington	4,000	-4,000
4032111022	Kenilworth-Barton-Roxborough	5,000	-5,000
4032111024	Southcote - Book to Garner	5,000	-5,000
4032118282	Bridge 282-Longwood Hwy 403	5,000	-5,000
4032119111	Highway 8 - Bond to Woodleys Lane	9,000	-9,000
4032255222	Corridor Infrastructure Condition and Programming	11,000	-11,000
4032149555	QA-QC Service Contract 2021	90,000	-90,000
4032311601	Council Priority - Ward 1 Minor Rehabilitation	135,000	-135,000
4032311602	Council Priority - Ward 2 Minor Rehabilitation	135,000	-135,000
4032311603	Council Priority - Ward 3 Minor Rehabilitation	135,000	-135,000
4032311604	Council Priority - Ward 4 Minor Rehabilitation	135,000	-135,000
4032311605	Council Priority - Ward 5 Minor Rehabilitation	135,000	-135,000
4032311606	Council Priority - Ward 6 Minor Rehabilitation	135,000	-135,000
4032311607	Council Priority - Ward 7 Minor Rehabilitation	135,000	-135,000
4032311608	Council Priority - Ward 8 Minor Rehabilitation	135,000	-135,000
4032311609	Council Priority - Ward 9 Minor Rehabilitation	135,000	-135,000
4032311610	Council Priority - Ward 10 Minor Rehabilitation	135,000	-135,000

<b>CITY OF HAMILTON</b>
<b>Capital Projects Budget Appropriations between Current Contribution and Canada Community-Building Fund Requiring Council Approval</b>

Project ID	Description	Proposed appropriations	
		Current Contributions (\$) (Account # 49300)	Canada Community-Building Fund (\$) (Account # 42020)
4032311611	Council Priority - Ward 11 Minor Rehabilitation	135,000	-135,000
4032311612	Council Priority - Ward 12 Minor Rehabilitation	135,000	-135,000
4032311613	Council Priority - Ward 13 Minor Rehabilitation	135,000	-135,000
4032311614	Council Priority - Ward 14 Minor Rehabilitation	135,000	-135,000
4032311615	Council Priority - Ward 15 Minor Rehabilitation	135,000	-135,000
4032155145	Escarpment Erosion Study	350,000	-350,000
4032110005	Major Road Maintenance Program - 2021/22	425,000	-425,000
4032310005	Major Road Mill & Pave Program	490,000	-490,000
4032311224	Sidewalk Rehabilitation Program	1,000,000	-1,000,000
4032317677	Preventative Asphalt Road Maintenance Program	2,350,000	-2,350,000
		0	0
4031118126	Bridge 163 - Centennial Parkway North, 540m n/o Barton	-332,735.25	332,735.25
4031818313	Bridge 313 - Arkledun Ave	11,357.10	-11,357.10
4032111028	Stone Church - Golf Links to Omni	3,900.34	-3,900.34
4031911018	Asset Preservation - Balfour Neighbourhood	27,563.74	-27,563.74
4031811016	Asset Preservation - Local Roads - 2018	177,220.39	-177,220.39
4031711016	Asset Preservation - Local Roads - 2017	58,294.31	-58,294.31
4032111021	Brock - Concession 4 W to Safari	36,234.37	-36,234.37
4662120017	Traffic Signal LED Upgrades - 2021/22	18,165.30	-18,165.30
		0	-0
4031911608	Council Priority - Ward 8 Minor Rehabilitation - CCBF	-600,000	600,000
4032111108	Council Priority - Ward 8 Minor Rehabilitation - CCBF	600,000	-600,000
		0	0



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rosaria Morelli (905) 546-2424 Ext. 1390
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	 Brian McMullen, Acting GM

**RECOMMENDATION(S)**

That Report FCS23042 "Treasurer's Investment Report 2022 Fiscal Year by Aon", as provided to Council, be forwarded to the Hamilton Future Fund Board of Governors for information.

**EXECUTIVE SUMMARY**

In accordance with the *Municipal Act, 2001*, the regulations thereunder and the City of Hamilton's Statement of Investment Policies and Procedures (the "City's SIPP"), the Treasurer of the City of Hamilton (General Manager, Corporate Services) is presenting to Council the City of Hamilton Reserve Funds Treasurer's Investment Report 2022 Fiscal Year (the "Treasurer's Report"), attached as Appendix "A" to Report FCS23042.

The Treasurer's Report is an investment report for the City of Hamilton Reserve Fund and the Hamilton Future Fund (the "Funds") for the City's fiscal year ending December 31, 2022 and is prepared by Aon on behalf of the Treasurer of the City of Hamilton. Market value at December 31, 2022 for the City Reserve Fund was \$1.098 B and Hamilton Future Fund was \$50.3 M.

All investments met the eligibility requirements as prescribed by Ontario Regulation 438/97 ("O. Reg. 438/97") and were made in accordance with the investment policies and goals, the City's SIPP, adopted by the City of Hamilton.

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 2 of 8**

---

**Investment Performance of the Funds**

Report FCS23001 provides details of the investment performance of the Reserve Fund as at December 31, 2022. Report FCS23050 provides details of the investment performance of the Hamilton Future Fund as at December 31, 2022.

The market rates of return for the 12-month period ending December 31, 2022 were -7.09% for the Reserve Fund and -5.20% for the Hamilton Future Fund. The Reserve Fund underperformed the benchmark rate of return of -5.70% by 1.39%, attributed mostly to its underweight position in shorter-maturity bonds, which outperformed bonds with longer maturities during the year 2022. The Hamilton Future Fund outperformed the benchmark rate of return of -5.70% by 0.50%, attributed mostly to its greater position in shorter maturity bonds versus longer-maturity bonds.

Market rate of return is based on security market value and includes net unrealized gains and losses, net realized gains and losses and income. The market rate of return is provided by RBC Investor & Treasury Services ("RBCITS"), which is also the City's custodian.

The annual rates of return on average cost for the 12-month period ending December 31, 2022 were 2.61% for the Reserve Fund and 2.77% for the Hamilton Future Fund. The rate of return on average cost uses original cost to value the securities and includes both income and net realized gains and losses but excludes net unrealized gains and losses.

**Investment in City of Hamilton Securities**

During the fiscal year 2022, the City was invested in its own long-term securities, which had a market value of \$2.7 M or a proportion of 0.25% of the total market value of the Reserve Fund as at December 31, 2022. As at December 31, 2021, the proportion was 0.30%.

Other than this transaction, the City had no other transactions in or disposals of its own securities during the fiscal year 2022 and the City was not invested in its own short-term securities, as was the case during fiscal year 2021.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Not Applicable.

Staffing: Not Applicable.

Legal: Not Applicable.



**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 3 of 8**

---

## **HISTORICAL BACKGROUND**

In accordance with O. Reg. 438/97 and the City's SIPP, the Treasurer of the City shall prepare and present to Council each year, an investment report on the management of the City's Funds during the prior fiscal year that complies with section 8 (Investment report) of O. Reg. 438/97 and shall contain, but not be limited to, the following information:

- a statement about the performance of the investments for the Funds;
- a listing of the types of securities in which the portfolio invested during the period covered by the report;
- a listing of the securities and their credit ratings held by the portfolio at the date of the report;
- a description of the estimated proportion of the total investments of the City that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
- a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale of each security;
- a statement by the Treasurer as to whether or not, in his opinion, all investments are consistent with the investment policies and goals (the City's SIPP) adopted by the City;
- a statement by the Chief Investments Officer as to whether or not, in his or her opinion all investments are consistent with the investment policies and goals (the City's SIPP) adopted by the City;
- such other information that Council may require or that, in the opinion of the Treasurer, should be included.

The investment report, prepared by Aon on behalf of the Treasurer, is the Treasurer's Report and is attached as Appendix "A" to Report FCS23042.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

In accordance with the *Municipal Act, 2001* and the City's SIPP, the Treasurer shall prepare and present to Council each year an investment report on the management of the City's Funds during the prior fiscal year.

## **RELEVANT CONSULTATION**

On behalf of the Treasurer, Aon prepared the Treasurer's Report, attached as Appendix "A" to Report FCS23042.

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 4 of 8**

---

**ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

**Funds' Performance (Page 4 of the Treasurer's Report)**

The market rates of return for the Reserve Fund and the Hamilton Future Fund are provided by RBCITS. Table 1 includes these performance returns of the Funds along with the benchmark return over each of the quarters of 2022 and over the one-year and three-year periods ending December 31, 2022, as follows:

**Table 1  
Funds' Performance (%) and Comparison with Benchmark**

	Q1 2022 %	Q2 2022 %	Q3 2022 %	Q4 2022 %	1 Year %	3 Year %
Benchmark	-3.71	-2.42	0.03	0.33	-5.70	-0.67
Reserve Fund	-4.32	-3.93	0.26	0.82	-7.09	-0.34
Hamilton Future Fund	-3.38	-2.77	0.21	0.70	-5.20	0.29
Reserve Fund Minus Benchmark	-0.61	-1.51	0.23	0.49	-1.39	0.33
Hamilton Future Fund Minus Benchmark	0.33	-0.35	0.18	0.37	0.50	0.96

The benchmark for the Funds is composed of 10% of the FTSE Canada 91-day Treasury Bill Index, 62.5% of the FTSE Canada Short-Term All-Government Bond Index and 27.5% of the FTSE Canada All-Government Bond Index.

For the one-year period ending December 31, 2022, the Reserve Fund underperformed the benchmark by 1.39% and the Hamilton Future Fund outperformed the benchmark by 0.50%. The underperformance of the Reserve Fund is attributed to its underweight position in shorter-term bonds and the outperformance of the Hydro Fund is attributed to its overweight position in shorter-term bonds, which out-performed bonds with longer maturities during 2022.

Interest rates increased dramatically in 2022 in response to the Bank of Canada's effort to fight inflationary pressures. For instance, on December 31, 2022, the yield on the Government of Canada bond with a term to maturity of 10 years was 3.30%, up 1.87% from its yield of 1.43% at December 31, 2021.

---

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 5 of 8**

---

**Types of Securities (Pages 5 and 6 of the Treasurer's Report)**

The types of securities (and the entities who issue them) which municipalities are permitted to invest in are prescribed by legislation and regulations, including O. Reg. 438/97. Most of these securities and their issuers have been included by the City in its approved list of issuers, which is set out in the Sector and Issuer Limitations in the City's SIPP and is given on Page 5 of the Treasurer's Report. The types of securities held during 2022 by the Reserve Fund and the Hamilton Future Fund are given on Page 6 of the Treasurer's Report.

**Portfolio Securities (Pages 7, 8, 9 and 10 of the Treasurer's Report)**

As at December 31, 2022, the total market value (including cash but not including accrued income) of the securities in the Reserve Fund was \$1,097,740,022 of which \$77,349,905 consists of investments in the One Investment Program.

One Investment Program is jointly run by CHUMS (a subsidiary of the Municipal Finance Officers' Association of Ontario) and Local Authority Services (a corporation of the Association of Municipalities of Ontario).

As at December 31, 2022, the City held shares with a market value of \$72,262,834 in the One Investment Program Canadian Equity Portfolio and held shares with a market value of \$5,087,071 in the One Investment Program Canadian Corporate Bond Portfolio.

As at December 31, 2022, the total market value (not including accrued income) of the securities in the Hamilton Future Fund was \$50,309,473 of which \$2,141,281 consists of investments in the One Investment Program Canadian Equity Portfolio.

During the fiscal year 2022, the City was invested in its own long-term securities, which had a market value of \$2.7 M or a proportion of 0.25% of the total market value of the Reserve Fund as at December 31, 2022. As at December 31, 2021, the proportion was 0.30%.

The decrease in proportion from 0.30% to 0.25% is primarily attributed to market fluctuation. Other than this holding, the City had no other transactions in or disposals of its own securities during the fiscal year 2022 and the City was not invested in its own short-term securities, as was the case during fiscal year 2021.

**Restrictions (Pages 11 and 12 of the Treasurer's Report)**

Table 2, taken from the Treasurer's Report, shows that as at December 31, 2022, on a combined basis, the Funds were being managed in accordance with the minimum quality requirements, maximum quantity restrictions and all other imposed restrictions.

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 6 of 8**

---

**Table 2  
Restrictions**

Constraints		Policy Complied With Yes / No
The City shall not invest more than 25% of the portfolio in short-term debt issued or guaranteed by the City		Yes
Total investment in "A" or equivalent rated debt on purchase must not exceed 35% of the market value of the City's bond portfolio		Yes
The City shall not invest in a security that is expressed or payable in any currency other than Canadian dollars with exception of investments specified in Section 4.07 and footnote 6 of Appendix "A" of the SIPP.		Yes
The City shall not invest in a security issued or guaranteed by a school board or similar entity unless the money raised by issuing the security is to be used for school purposes		Yes
	(%)	Policy Complied With Yes / No
<b>Permitted Ranges</b>		
Federal issues	0-100	Yes
Provincial holdings in aggregate	0-100	Yes
Single province exposure	0-50	Yes
Individual non-federal / non-provincial holdings*	0-10	Yes
Non-federal / non-provincial holdings in aggregate	0-50	Yes
<b>Municipal issues*</b>		
Individual muni issue rated "AAA"	0-10	Yes
Individual muni issue rated "AA"	0-10	Yes
Individual muni issue rated "A"	0-5	Yes
Municipal holdings in aggregate	0-30	Yes
Banks and Credit Unions in aggregate	0-50	Yes
Short-term securities	0-50	Yes
Portfolio duration	1-6 Years	Yes

\* Except for City of Hamilton issues which have an upper limit of 25%

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 7 of 8**

---

Table 3, which is not contained in the Treasurer's Report, shows the Funds' credit exposure with respect to the approved issuers given in the City's SIPP.

**Table 3  
Credit Exposure<sup>1</sup> (%) – As at December 31, 2022**

Issuer or Sector	Reserve Fund	Hamilton Future Fund <sup>2</sup>	Combined Funds	Maximum Limit %
STIF	N/A	0.9%	0.0%	N/A
Canada				
Direct	2.6%	0.0%	2.5%	100%
Guarantee	7.8%	5.4%	7.7%	25%
Provinces				
Ontario	13.3%	21.8 %	13.7%	50%
Other (rated AA or higher)	27.5%	31.1%	27.6%	100%
Other (rated A)	6.4%	6.2%	6.4%	20%
Municipalities				
Hamilton	0.3%	0.0%	0.3%	25%
Other	18.7%	22.1%	18.8%	30%
Banks and Credit Union				50%
Schedule I	17.3%	8.8%	17.0%	50%
Credit Union	0.0%	0.0%	0.0%	8%
Asset Backed Securities	0.0%	0.0%	0.0%	25%
Corporate Bonds	0.0%	0.0%	0.0%	15%
Commercial Paper and Asset Backed Commercial Paper (ABCP)	0.0%	0.0%	0.0%	20%
One Investment Program				15%
Canadian Equity Portfolio	5.6%	3.7%	5.5%	10%
Canadian Corporate Bond Portfolio	0.5%	0.0%	0.5%	10%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

Notes to Table 3:

<sup>1</sup> Credit Exposure refers to the par value of holdings in individual issuers or sectors as a percentage of the total par value of holdings in the fund.

<sup>2</sup> For the Hamilton Future Fund, Credit Exposure does not reflect the shares of the Hamilton Utilities Corporation, which are held in the Hamilton Future Fund custodial account with RBCITS.

**SUBJECT: Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042)  
(City Wide) – Page 8 of 8**

---

**Activity and Transactions (Page 13 of the Treasurer's Report)**

During the fiscal year 2022, the total dollar amount of cash inflows for the Reserve Fund was \$386.2 M, consisting of \$130.0 M in sales and maturities, \$26.8 M in investment income and \$229.4 M in contributions / transfers. Cash outflows were also \$386.2 M and consisted of \$249.0M in purchases and \$137.2 M in distributions.

During the fiscal year 2022, the total dollar amount of cash inflows for the Hamilton Future Fund were \$21.4 M, consisting of \$20.2 M in sales and maturities, \$1.25 M in investment income. Cash outflows were also \$21.4 M and consisted of \$21.4 M in purchases.

**Certificate by Chief Investments Officer (Page 14 of the Treasurer's Report)**

The Chief Investments Officer has certified on page 14 of the Treasurer's Report that the Funds were managed in compliance with the *Municipal Act, 2001* and in accordance with the terms, conditions and guidelines stipulated in the City's SIPP.

**ALTERNATIVES FOR CONSIDERATION**

None.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report FCS23042 – City of Hamilton – Reserve Funds Treasurer's Investment Report 2022 Fiscal Year

# City of Hamilton—Reserve Funds Treasurer’s Investment Report 2022 Fiscal Year

March 2023

---

## Contents

---

Introduction	3
Reserve Fund Performance and Future Fund Performance	4
Types of Securities	5
Portfolio Securities as at December 31, 2022	7
Activity and Transactions	13
Certificate by Chief Investments Officer	14



## Introduction

---

As the acting Investment Consultant, Aon is engaged to prepare, on behalf of the Treasurer of the City of Hamilton ("City"), an investment report, referred to as the Treasurer's Report ("the report"), relating to the activities of the City of Hamilton Reserve Fund and the Hamilton Future Fund ("the Funds") during the prior fiscal year. The report will be presented to City Council in the second quarter of every calendar year.

The report is part of a broader governance oversight of the Funds, which includes financial audits, used to evaluate and monitor the various responsibilities that have been delegated by the Treasurer of the City of Hamilton ("City Treasurer") and City Council. More specifically, the overall objective of the report is to ensure that the Funds are managed in accordance with existing legislation that was in effect in 2022 and the guidelines set out in the Statement of Investment Policies and Procedures for the City of Hamilton Reserve/Revenue Funds and Trust Accounts ("SIP&P").

The report has been written in accordance with Section 1.11 of the SIP&P and shall contain:

- A statement about the performance of the portfolio of investments of the City during the period covered by the report;
- A listing of the types of securities in which the portfolio invested during the period covered by the report;
- A listing of the securities and their credit ratings held by the portfolio as at the date of the report;
- A description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
- A record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale of each security;
- A statement by the Chief Investments Officer ("CIO") as to whether or not, in his or her opinion, all investments are consistent with the SIP&P adopted by the City;
- A statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the SIP&P adopted by the City<sup>1</sup>; and
- Any other information that the council may require or that, in the opinion of the City Treasurer, should be included.

This report addresses only the activities of the City of Hamilton Reserve Fund and the Hamilton Future Fund. The Trust Accounts are not covered by this report.

---

<sup>1</sup> In the executive summary of the staff report, Treasurer's Investment Report 2022 Fiscal Year by Aon (FCS23042) (City Wide), to which this report is attached as Appendix "A", the City treasurer states whether all investments met the eligibility requirements as prescribed by the Ontario Regulation 438/97 ("O. Reg. 438/97") and were made in accordance with the investment policies and goals adopted by the City of Hamilton's SIP&P.

## Reserve Fund Performance and Future Fund Performance

The returns of the Funds are determined by RBC Investor & Treasury Services (“RBC”), who is also the City’s custodian, on a daily basis for the City of Hamilton Reserve Fund and on a monthly basis for the Hamilton Future Fund.

The Funds’ performance objective, as outlined in Section 4.10 of the SIP&P, is to outperform a benchmark portfolio constructed from a blend of returns composed of 62.5% of the FTSE Canada All-Government Short-Term Bond Index, 27.5% of the FTSE Canada All-Government Bond Index and 10.0% of FTSE Canada 91-Day Treasury Bill Index.

Benchmark	%
FTSE Canada All-Government Short-Term Bond Index	62.5
FTSE Canada All-Government Bond Index	27.5
FTSE Canada 91-Day Treasury Bill Index	10.0
	100.0

The performance returns of the Funds over each of the quarters of 2022, and over the one-, two-, three- and four-year periods ending December 31, 2022 are as follows:

### City of Hamilton Reserve Fund—Performance<sup>2%</sup>

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	One Year	Two Years (annualized)	Three Years (annualized)	Four Years (annualized)
Reserve Fund	-4.32	-3.93	0.26	0.82	-7.09	-3.89	-0.34	0.97
Benchmark	-3.71	-2.42	0.03	0.33	-5.70	-3.62	-0.67	0.34
Value Added	-0.61	-1.51	0.23	0.49	-1.39	-0.27	0.33	0.63

Over a one-year period, the City of Hamilton Reserve Fund’s return of -7.09% underperformed the benchmark return of -5.70% by 139 basis points.

### Hamilton Future Fund—Performance<sup>2%</sup>

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	One Year	Two Years (annualized)	Three Years (annualized)	Four Years (annualized)
Future Fund	-3.38	-2.77	0.21	0.70	-5.20	-3.25	0.29	1.56
Benchmark	-3.71	-2.42	0.03	0.33	-5.70	-3.62	-0.67	0.34
Value Added	0.33	-0.35	0.18	0.37	0.50	0.37	0.96	1.22

Over a one-year period, the Hamilton Future Fund’s return of -5.20% outperformed the benchmark return of -5.70% by 50 basis points.

<sup>2</sup> One Investment Program performances are included. The Reserve Fund has approximately 6.6% and 0.5% of the total Reserve Fund invested in the One Canadian Equity Portfolio and One Corporate Bond Portfolio respectively. The Hamilton Future Fund has approximately 4.3% of the total Future Fund invested in the One Canadian Equity Portfolio.

## Types of Securities

---

The City is only allowed to invest in securities permitted under Ontario Regulation 438/97: Eligible Investments, Related Financial Agreements and Prudent Investment under the Municipal Act, 2001, S.O. 2001, c. 25, that was in effect during 2022. As per Section 4.02 of the SIP&P, an Approved List of Investments (“Approved List”) has been established by the City Treasurer and the CIO. All investments on the Approved List meet the eligibility requirements as prescribed by Ontario Regulation 438/97. The Approved List is as follows:

---

### **Bonds, Debentures, Promissory Notes, Other Evidence of Indebtedness Issued by or Guaranteed by**

---

Government of Canada  
Canadian Provincial Government  
Government of Canada Agency  
Canadian Provincial Agency  
Country other than Canada  
Canadian Municipality, including City of Hamilton  
School Board in Canada  
Municipal Finance Authority of British Columbia  
Canadian Corporation  
Banks in Canada  
Infrastructure Ontario  
International Bank for Reconstruction and Development  
Inter-American Development Bank  
Supranational Financial Institution  
Supranational Governmental Organization

---



---

### **Deposit Receipts, Deposit Notes, Certificate of Deposits, Acceptances Issued by or Guaranteed by**

---

Banks in Canada  
Credit Union with Guarantee

---



---

### **Asset Backed Securities (ABS)**

---

Asset Backed Securities  
Asset Backed Commercial Paper (ABCP)

---



---

### **Negotiable Promissory Notes or Commercial Paper (other than ABS)**

---



---

### **Forward Rate Agreements**

---



---

### **One Investment Program<sup>3</sup>**

---

**Security – gift in a will or non-charitable donation, and Shares of a Corporation as per footnotes 13 and 14 in Appendix A of the SIP&P.**

---

<sup>3</sup> The One Investment Program is jointly run by CHUMS (a subsidiary of the Municipal Finance Officers’ Association of Ontario) and Local Authority Services (a corporation of the Association of Municipalities of Ontario).

We have reviewed the custodian statements as well as the transactions that have occurred to determine the types of securities that were held by the Funds during the 2022 period. We can confirm that the types of securities that were held in the City of Hamilton Reserve Fund and the Hamilton Future Fund during 2022 are as listed as follows:

The types of securities held by the City of Hamilton Reserve Fund were as follows:

**City of Hamilton Reserve Fund—Types of Securities**

**Bonds, Debentures, Promissory Notes, Other Evidence of Indebtedness Issued by or Guaranteed by**

- Government of Canada
- Canadian Provincial Government
- Government of Canada Agency
- Canadian Municipality, including City of Hamilton
- Municipal Finance Authority of British Columbia

**Deposit receipts, Deposit Notes, Certificate of Deposits, Acceptances Issued by or Guaranteed by**

- Banks in Canada

**One Investment Program**

- Canadian Equity Portfolio
- Canadian Corporate Bond Portfolio

The types of securities held by the Hamilton Future Fund were as follows:

**Hamilton Future Fund—Types of Securities**

**Bonds, Debentures, Promissory Notes, Other Evidence of Indebtedness Issued by or Guaranteed by**

- Canadian Provincial Government
- Government of Canada Agency
- Canadian Municipality
- Municipal Finance Authority of British Columbia

**Deposit Receipts, Deposit Notes, Certificate of Deposits, Acceptances Issued by or Guaranteed by**

- Banks in Canada

**One Investment Program**

- Canadian Equity Portfolio

In addition to the above list of securities, the Hamilton Future Fund has some monies invested in a private placement of 2,000 common shares of the Hamilton Utilities Corporation. As well, as at December 31, 2022, approximately 9.23% of funds were invested in a Short-Term Investment Fund (“STIF”) of RBC.<sup>4</sup> All securities were expressed or payable in Canadian dollars. The types of securities held by the City of Hamilton Reserve Fund and the Hamilton Future Fund during 2022 were all part of the Approved List.

<sup>4</sup> STIFs are an allowed investment vehicle as per section: 6.02 Permitted Investment, sub section: 3, on page 21 of the SIP&P.

## Portfolio Securities as at December 31, 2022

### City of Hamilton Reserve Fund

Below are The City of Hamilton Reserve Fund securities and credit ratings<sup>5</sup> as at December 31, 2022. As shown in the list below, the City of Hamilton Reserve Fund also held equity and fixed income investments through the One Investment Program. The City's Reserve Fund investment in the One Investment Program Canadian Equity Portfolio had a market value of \$72.3 million and book value of \$65.4 million; the City's investment in the One Investment Program Canadian Corporate Bond Portfolio had a market value of \$5.1 million and book value of \$5.8 million.

As at December 31, 2022, City of Hamilton Reserve Fund held a market value of \$2.7 million or 0.25% of the Fund in City of Hamilton securities. Over the last year, the market value of City of Hamilton securities decreased by \$0.5 million from \$3.2 million as at December 31, 2021.

Date	Issuer Name	Coupon Rate	Maturity Date	Market Price	Credit Rating	Portfolio Market Value (\$)	(%)
<b>Federal and Federal Guarantee Bonds</b>							
31-Dec-22	Government of Canada	3.00%	01-Nov-24	98.16	AAA	29,447,294.70	2.68%
31-Dec-22	Canada Housing Trust	2.35%	15-Jun-23	99.02	AAA	19,803,251.80	1.80%
31-Dec-22	Canada Housing Trust	2.55%	15-Mar-25	96.80	AAA	9,680,479.20	0.88%
31-Dec-22	Canada Housing Trust	1.90%	15-Sep-26	93.46	AAA	10,280,251.08	0.94%
31-Dec-22	Canada Housing Trust	2.35%	15-Jun-27	94.40	AAA	4,720,185.80	0.43%
31-Dec-22	Canada Housing	1.40%	15-Mar-31	83.63	AAA	12,544,221.00	1.14%
31-Dec-22	Canada Housing	1.90%	15-Mar-31	87.13	AAA	17,426,106.60	1.59%
31-Dec-22	Canada Housing	2.15%	15-Dec-31	88.02	AAA	8,801,517.40	0.80%
<b>Provincial and Provincial Guarantee Bonds</b>							
31-Dec-22	Province of Alberta	2.65%	01-Sep-23	98.73	AA	5,923,855.80	0.54%
31-Dec-22	Province of Alberta	2.35%	01-Jun-25	96.09	AA	7,206,731.10	0.66%
31-Dec-22	Province of Alberta	2.20%	01-Jun-26	94.51	AA	5,670,766.62	0.52%
31-Dec-22	Province of Alberta	2.55%	01-Jun-27	94.88	AA	7,590,375.52	0.69%
31-Dec-22	Province of Alberta	2.90%	01-Dec-28	94.87	AA	3,794,682.80	0.35%
31-Dec-22	Province of Alberta	2.90%	20-Sep-29	94.00	AA	13,630,246.21	1.24%
31-Dec-22	Province of Alberta	1.65%	01-Jun-31	83.28	AA	8,327,702.20	0.76%
31-Dec-22	Province of Alberta	3.05%	01-Dec-48	80.35	AA	8,034,749.30	0.73%
31-Dec-22	Province of British Columbia	2.30%	18-Jun-26	94.85	AAA	9,484,571.70	0.86%
31-Dec-22	Province of British Columbia	2.55%	18-Jun-27	94.92	AAA	7,593,988.64	0.69%
31-Dec-22	Province of British Columbia	1.55%	18-Jun-31	82.63	AAA	8,262,847.50	0.75%
31-Dec-22	Province of British Columbia	3.20%	18-Jun-32	93.65	AAA	4,682,285.25	0.43%
31-Dec-22	Province of Manitoba	2.55%	02-Jun-23	99.16	AA	16,361,406.60	1.49%
31-Dec-22	Province of Manitoba	2.45%	02-Jun-25	96.28	AA	11,072,290.62	1.01%
31-Dec-22	Province of Manitoba	2.55%	02-Jun-26	95.57	AA	13,857,942.76	1.26%
31-Dec-22	Province of Manitoba	2.60%	02-Jun-27	95.00	AA	2,850,125.43	0.26%
31-Dec-22	Province of Manitoba	2.75%	02-Jun-29	93.34	AA	4,666,940.20	0.43%
31-Dec-22	Province of Manitoba	2.05%	02-Jun-31	85.82	AA	9,011,590.35	0.82%
31-Dec-22	Province of New Brunswick	2.85%	02-Jun-23	99.28	AA	13,079,784.14	1.19%
31-Dec-22	Province of New Brunswick	2.60%	14-Aug-26	95.56	AA	4,777,780.10	0.44%
31-Dec-22	Province of New Brunswick	2.35%	14-Aug-27	93.67	AA	6,088,331.99	0.55%
31-Dec-22	Province of Newfoundland	2.35%	02-Jun-25	95.83	A	4,791,382.40	0.44%
31-Dec-22	Province of Newfoundland	2.30%	02-Jun-26	96.82	A	14,522,568.00	1.32%
31-Dec-22	Province of Newfoundland	3.00%	02-Jun-28	94.58	A	17,970,198.67	1.64%
31-Dec-22	Province of Newfoundland	2.85%	02-Jun-29	93.34	A	4,666,891.20	0.43%
31-Dec-22	Province of Newfoundland	1.75%	02-Jun-30	85.04	A	6,803,428.32	0.62%
31-Dec-22	Province of Newfoundland	2.05%	02-Jun-31	84.88	A	8,487,987.30	0.77%
31-Dec-22	Province of Newfoundland	3.30%	17-Oct-46	80.21	A	10,426,668.72	0.95%

<sup>5</sup> Credit ratings are provided by RBC. Credit rating data is collected from 3 major rating agencies (S&P, Moody's and DBRS) if available. "AA" includes AA-, AA, AA+ or an equivalent rating. "A" includes A-, A, A+ or an equivalent rating. Rating field will be blank if no rating is available. All results are based on highest available rating.

31-Dec-22 Province of Nova Scotia	2.15%	01-Jun-25	95.61	AA	2,868,410.13	0.26%
31-Dec-22 Province of Nova Scotia	2.10%	01-Jun-27	93.03	AA	6,511,904.07	0.59%
31-Dec-22 Province of Ontario	2.85%	02-Jun-23	99.28	AA	19,856,391.40	1.81%
31-Dec-22 Province of Ontario	2.60%	02-Jun-27	95.07	AA	19,964,448.84	1.82%
31-Dec-22 Province of Ontario	2.90%	02-Jun-28	95.38	AA	14,307,525.00	1.30%
31-Dec-22 Province of Ontario	3.60%	08-Mar-28	98.98	AA	19,796,146.80	1.80%
31-Dec-22 Province of Ontario	1.55%	01-Nov-29	85.90	AA	7,730,626.41	0.70%
31-Dec-22 Province of Ontario	2.15%	02-Jun-31	86.77	AA	8,677,268.60	0.79%
31-Dec-22 Province of Ontario	3.75%	02-Jun-32	97.74	AA	58,641,343.20	5.34%
31-Dec-22 Province of Prince Edward Island	1.85%	27-Jul-31	83.69	AA	14,226,598.07	1.30%
31-Dec-22 Province of Quebec	3.00%	01-Sep-23	98.96	AA	1,979,177.62	0.18%
31-Dec-22 Province of Quebec	3.75%	01-Sep-24	99.20	AA	4,959,790.60	0.45%
31-Dec-22 Province of Quebec	2.60%	06-Jul-25	96.67	AA	2,088,088.39	0.19%
31-Dec-22 Province of Quebec	2.50%	01-Sep-26	95.37	AA	19,074,728.40	1.74%
31-Dec-22 Province of Quebec	2.75%	01-Sep-27	95.52	AA	9,552,034.40	0.87%
31-Dec-22 Province of Quebec	2.75%	01-Sep-28	94.49	AA	5,669,200.50	0.52%
31-Dec-22 Province of Saskatchewan	3.20%	03-Jun-24	98.40	AA	13,776,518.70	1.25%
31-Dec-22 Province of Saskatchewan	2.65%	02-Jun-27	95.23	AA	15,237,472.64	1.39%
31-Dec-22 Province of Saskatchewan	2.12%	02-Jun-31	86.71	AA	21,678,355.00	1.97%
31-Dec-22 New Brunswick Municipal Financial Corp	3.30%	15-May-23	99.47	A	3,439,558.49	0.31%
31-Dec-22 New Brunswick Municipal Financial Corp	2.95%	08-Dec-23	98.30	A	4,530,849.80	0.41%
<b>Municipal Bonds</b>						
31-Dec-22 City of Hamilton	1.75%	03-Nov-32	79.52	AAA	2,741,102.66	0.25%
31-Dec-22 City of Barrie	2.40%	20-Jun-29	90.01	AA	2,972,282.09	0.27%
31-Dec-22 Regional Municipality of Halton	3.30%	02-Jun-23	99.61	AAA	6,325,133.40	0.58%
31-Dec-22 City of London	2.10%	16-Mar-24	97.09	AAA	970,904.00	0.09%
31-Dec-22 City of London	2.65%	02-Apr-27	94.69	AAA	4,942,619.64	0.45%
31-Dec-22 City of Montreal	3.50%	01-Sep-23	99.23	AA	7,640,744.50	0.70%
31-Dec-22 City of Montreal	3.00%	01-Sep-25	97.07	AA	5,824,247.52	0.53%
31-Dec-22 City of Montreal	2.75%	01-Sep-26	95.66	AA	3,826,318.48	0.35%
31-Dec-22 City of Montreal	3.00%	01-Sep-27	95.80	AA	3,832,142.08	0.35%
31-Dec-22 City of Montreal	2.30%	01-Sep-29	89.65	AA	8,965,425.50	0.82%
31-Dec-22 City of Montreal	3.15%	01-Dec-36	85.66	AA	3,426,529.80	0.31%
31-Dec-22 City of Montreal	3.50%	01-Dec-38	87.41	AA	8,740,629.70	0.80%
31-Dec-22 City of Montreal	2.40%	01-Dec-41	71.84	AA	7,183,921.60	0.65%
31-Dec-22 Municipal Finance Authority of BC	2.15%	03-Jun-24	96.93	AAA	5,079,106.01	0.46%
31-Dec-22 Municipal Finance Authority of BC	3.35%	01-Jun-27	97.92	AAA	20,367,762.48	1.86%
31-Dec-22 Municipal Finance Authority of BC	3.05%	23-Oct-28	95.53	AAA	9,123,550.96	0.83%
31-Dec-22 Municipal Finance Authority of BC	2.55%	09-Oct-29	91.64	AAA	9,072,782.53	0.83%
31-Dec-22 Municipal Finance Authority of BC	2.30%	15-Apr-31	87.77	AAA	6,143,576.81	0.56%
31-Dec-22 Municipal Finance Authority of BC	3.30%	08-Apr-32	94.00	AAA	1,410,069.09	0.13%
31-Dec-22 Niagara Regional Municipality	3.00%	03-Jul-25	97.21	AA	2,916,426.00	0.27%
31-Dec-22 City of Ottawa	2.00%	23-Apr-23	99.24	AAA	5,122,650.07	0.47%
31-Dec-22 City of Ottawa	3.05%	23-Apr-46	77.84	AAA	2,724,360.38	0.25%
31-Dec-22 Regional Municipality of Peel	2.30%	02-Nov-26	94.10	AAA	5,175,389.67	0.47%
31-Dec-22 Regional Municipality of Peel	2.60%	07-Mar-30	90.56	AAA	4,528,130.00	0.41%
31-Dec-22 Quebec City	3.15%	08-Dec-25	96.87	AA	2,421,686.03	0.22%
31-Dec-22 City of Toronto	3.40%	21-May-24	98.66	AA	12,825,638.28	1.17%
31-Dec-22 City of Toronto	2.40%	07-Jun-27	94.03	AA	9,402,808.10	0.86%
31-Dec-22 City of Toronto	3.25%	20-Apr-32	93.51	AA	4,675,314.05	0.43%
31-Dec-22 City of Toronto	3.50%	02-Jun-36	89.80	AA	2,694,114.99	0.25%
31-Dec-22 City of Toronto	2.15%	25-Aug-40	70.14	AA	12,450,583.25	1.13%
31-Dec-22 City of Vancouver	3.75%	24-Oct-23	99.27	AAA	3,970,737.24	0.36%
31-Dec-22 City of Vancouver	2.85%	03-Nov-27	95.44	AAA	9,543,950.50	0.87%
31-Dec-22 City of Vancouver	2.30%	05-Nov-31	86.96	AAA	869,584.08	0.08%
31-Dec-22 City of Winnipeg	4.10%	01-Jun-45	92.15	AA	2,948,929.02	0.27%
<b>Schedule I Banks</b>						
31-Dec-22 Bank of Montreal	2.89%	20-Jun-23	99.09	AA	6,936,230.35	0.63%
31-Dec-22 Bank of Montreal	2.70%	11-Sep-24	96.40	AA	4,819,941.50	0.44%
31-Dec-22 Bank of Montreal	4.61%	10-Sep-25	99.72	AA	3,490,119.96	0.32%
31-Dec-22 Bank of Montreal	3.19%	01-Mar-28	93.46	AA	38,786,090.49	3.53%
31-Dec-22 Bank of Nova Scotia	2.98%	17-Apr-23	99.46	AA	6,962,153.59	0.63%
31-Dec-22 Bank of Nova Scotia	2.29%	28-Jun-24	96.22	AA	3,848,730.88	0.35%
31-Dec-22 Bank of Nova Scotia	2.62%	02-Dec-26	92.70	AA	14,832,324.80	1.35%
31-Dec-22 Bank of Nova Scotia	3.10%	02-Feb-28	93.16	AA	45,440,616.56	4.14%

31-Dec-22 Canadian Imperial Bank	2.97%	11-Jul-23	98.97	AA	2,969,104.77	0.27%
31-Dec-22 Canadian Imperial Bank	3.30%	26-May-25	96.86	AA	19,372,924.80	1.76%
31-Dec-22 Royal Bank of Canada	2.95%	01-May-23	99.40	AA	9,939,922.60	0.91%
31-Dec-22 Royal Bank of Canada	4.93%	16-Jul-25	100.51	AA	5,025,746.30	0.46%
31-Dec-22 Toronto Dominion Bank	3.23%	24-Jul-24	97.42	AA	30,198,653.10	2.75%
<b>One Investment Program</b>						
31-Dec-22 Canadian Equity Portfolio					72,262,833.96	6.58%
31-Dec-22 Canadian Corporate Bond Portfolio					5,087,071.09	0.46%
<b>Total Fund</b>					<b>\$ 1,097,740,022.03</b>	<b>100.00%</b>

## Hamilton Future Fund

Below are the Hamilton Future Fund securities and credit ratings<sup>6</sup> as at December 31, 2022. As shown in the list below, the Hamilton Future Fund also held equity investments through the One Investment Program. The Hamilton Future Fund investment in the One Investment Program Canadian Equity Portfolio had a market value of \$2.1 million and book value of \$1.8 million.

Date	Issuer Name	Coupon Rate	Maturity Date	Market Price	Credit Rating	Portfolio Market Value (\$)	Market Value (%)
<b>Federal and Federal Guarantee Bonds</b>							
31-Dec-22	Canada Housing	1.25%	15-Jun-26	91.69	AAA	2,383,941.59	4.74%
<b>Provincial and Provincial Guarantee Bonds</b>							
31-Dec-22	Province of Alberta	2.35%	01-Jun-25	96.09	AA	1,921,794.96	3.82%
31-Dec-22	Province of Alberta	2.20%	01-Jun-26	94.51	AA	1,890,255.54	3.76%
31-Dec-22	Province of Manitoba	2.60%	02-Jun-27	95.00	AA	1,900,083.62	3.78%
31-Dec-22	Province of Manitoba	3.00%	02-Jun-28	95.77	A	957,667.24	1.90%
31-Dec-22	Province of Manitoba	2.05%	02-Jun-31	85.82	AA	1,287,370.05	2.56%
31-Dec-22	Province of Newfoundland	3.00%	02-Jun-26	96.82	A	1,936,342.40	3.85%
31-Dec-22	Province of Newfoundland	3.30%	17-Oct-46	80.21	A	802,051.44	1.59%
31-Dec-22	Province of Nova Scotia	2.15%	01-Jun-25	95.61	AA	1,912,273.42	3.80%
31-Dec-22	Province of Nova Scotia	2.00%	01-Sep-30	86.96	AA	1,739,133.82	3.46%
31-Dec-22	Province of Ontario	2.85%	02-Jun-23	99.28	AA	3,971,278.28	7.89%
31-Dec-22	Province of Ontario	2.65%	05-Feb-25	97.04	AA	2,037,743.55	4.05%
31-Dec-22	Province of Ontario	2.60%	02-Jun-27	95.07	AA	1,901,376.08	3.78%
31-Dec-22	Province of Ontario	3.75%	02-Jun-32	97.74	AA	2,345,653.73	4.66%
31-Dec-22	Province of Quebec	2.75%	01-Sep-27	95.52	AA	2,388,008.60	4.75%
<b>Municipal Bonds</b>							
31-Dec-22	Regional Municipality of Durham	4.10%	05-Jul-29	100.10	AAA	2,001,948.00	3.98%
31-Dec-22	City of London	2.55%	07-Mar-25	96.89	AAA	290,662.50	0.58%
31-Dec-22	City of Montreal	3.00%	01-Sep-25	97.07	AA	2,014,218.93	4.00%
31-Dec-22	City of Montreal	3.00%	01-Sep-27	95.80	AA	958,035.52	1.90%
31-Dec-22	City of Montreal	3.15%	01-Dec-36	85.66	AA	856,632.45	1.70%
31-Dec-22	City of Toronto	2.40%	24-Jun-26	94.90	AA	1,708,245.83	3.40%
31-Dec-22	City of Toronto	2.40%	07-Jun-27	94.03	AA	940,280.81	1.87%
31-Dec-22	Municipal Finance Authority of BC	3.30%	08-Apr-32	94.00	AAA	1,410,069.09	2.80%
<b>Schedule I Banks</b>							
31-Dec-22	Bank of Nova Scotia	3.10%	02-Feb-28	93.16	AA	1,863,160.30	3.70%
31-Dec-22	Bank of Montreal	3.19%	01-Mar-28	93.46	AA	1,620,604.36	3.22%
31-Dec-22	Canadian Imperial Bank	3.30%	26-May-25	96.86	AA	484,323.12	0.96%
<b>Cash and Cash Equivalents</b>							
31-Dec-22	Royal Bank of Canada STIF I			10.00		4,643,023.47	9.23%
31-Dec-22	Cash					-	0.00%
<b>One Investment Program</b>							
31-Dec-22	Canadian Equity Portfolio					2,141,281.21	4.26%
<b>Other Equity</b>							
31-Dec-22	Hamilton Utilities Corp					2,000.00	0.00%
<b>Total Fund</b>						<b>\$50,309,473.45</b>	<b>100.00%</b>

<sup>6</sup> Credit ratings are provided by RBC. Credit rating data is collected from 3 major rating agencies (S&P, Moody's and DBRS) if available. "AA" includes AA-, AA, AA+ or an equivalent rating. "A" includes A-, A, A+ or an equivalent rating. Rating field will be blank if no rating is available. All results are based on highest available rating.



<b>Restrictions</b>		
<b>Constraints</b>		Policy Complied with Yes/No
The City shall not invest more than 25% of the portfolio in short-term debt issued or guaranteed by the City.		Yes
Total Investment in 'A' or equivalent rated debt on purchase most not exceed 35% of the market value of the City's bond portfolio.		Yes
The City shall not invest in a security that is expressed or payable in any currency other than Canadian dollars with exception of investments specified in Section 4.07 and footnote 6 of Appendix "A" of the SIP&P.		Yes
The City shall not invest in a security issued or guaranteed by a school board or similar entity unless the money raised by issuing the security is to be used for school purposes.		Yes
<b>Permitted ranges</b>	<b>(%)</b>	
Federal issues	0-100	Yes
Provincial holdings in aggregate	0-100	Yes
Single province exposure	0-50	Yes
Individual non-federal/non provincial holdings *	0-10	Yes
Non-federal/non provincial holdings in aggregate	0-50	Yes
Municipal issues *		
- individual muni issue rated "AAA"	0-10	Yes
- individual muni issue rated "AA"	0-10	Yes
- individual muni issue rated "A"	0-5	Yes
Municipal holdings in aggregate	0-30	Yes
Banks and Credit Unions in aggregate	0-50	Yes
Short-term securities	0-50	Yes
Portfolio duration	1-6 Years	Yes

\* Except for City of Hamilton issues which have a limit of 25%

As at December 31, 2022 on a combined basis, the Funds were being managed in a manner that is consistent with the minimum quality requirements, maximum quantity restrictions and all other restrictions imposed on the Funds. Securities lending is allowed, and as such, monies were loaned during the year for the purpose of generating revenues for the Funds. In managing the securities lending program, RBC complied with the constraints described in the Securities Lending Letter Agreement dated as of January 6, 2003, as amended. The ratings were assumed to be the same for all issues of an issuer. Throughout the

year, reports are provided by RBC to the CIO on a weekly basis, showing the securities that the City invested in for the Reserve Fund and the Hydro Fund together with each security's market value.

In addition, on monthly basis, RBC provides CIO with compliance reports<sup>7</sup>, indicating whether or not the Funds were consistent with terms, conditions and guidelines stipulated in the SIP&P. Securities that not consistent with the terms, conditions and guidelines stipulated in the SIP&P are reviewed and action is taken to remedy the situation as soon as possible.

Aon has reviewed these compliance reports for 2022 and confirms the compliance reports indicate the Funds were consistent with the terms, condition and guidelines stipulated in the SIP&P at each month end throughout 2022.

---

<sup>7</sup> Starting in 2019, the City engaged RBC as an independent third party to provide monthly compliance reports as part of their overall engagement with RBC. These reports assist the City to identify any potential deviations from a compliance perspective.

## Activity and Transactions

---

Activity every month consists of:

- 1) Cash Inflows: Proceeds from bond maturities and sales, contributions/transfers and investment income; and
- 2) Cash Outflows: Funds for bond purchases, distributions and other required outflows.

For the City of Hamilton Reserve Fund, cash inflows were \$386.2 million, consisting of \$130.0 million in sales and maturities, \$26.8 million in investment income and \$229.4 million in contributions/transfers. Cash outflows were also \$386.2 million and consisted of \$249.0 million in purchases and \$137.2 million in distributions.

For the Hamilton Future Fund, cash inflows were \$21.4 million, consisting of \$20.2 million in sales and maturities and \$1.25 million in investment income. Cash outflows were also \$21.4 million and consisted of \$21.4 million in purchases.

The records of each activity are summarized in the custodial statements of RBC on a monthly basis. Aon uses these monthly statements to record and reconcile all of the transactions noted above.

## Certificate by Chief Investments Officer

---

This Certificate by the Chief Investments Officer applies to the City of Hamilton Reserve Fund and the Hamilton Future Fund ("the Funds").

The undersigned hereby confirms that throughout the reporting period of 2022:

1. The management of the Funds was in accordance with all the terms, conditions and guidelines stipulated in the SIP&P in effect during 2022.
2. The Funds were managed in compliance with the Municipal Act, 2001, S.O. 2001, c. 25, and Ontario Regulation 438/97 that was in effect in 2022.
3. The Chief Investments Officer, who manages the Funds, complied at all times and in all respects with the Code of Ethics and Standard of Professional Conduct as promulgated by the CFA Institute.
4. The Chief Investments Officer managed the Funds' assets with the care, diligence and skill that an investment manager of ordinary prudence would use in dealing with the assets of these types of Funds.

Certified by,





Gerald T. Boychuk  
Chief Investments Officer  
City of Hamilton



## CITY OF HAMILTON

**CORPORATE SERVICES DEPARTMENT**  
**Financial Services and Taxation Division**  
**and**  
**PUBLIC WORKS DEPARTMENT**  
**Corporate Facilities & Energy Management Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	May 18, 2023
<b>SUBJECT/REPORT NO:</b>	Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Tina Iacoe (905) 546-2424 Ext. 2796 Janet Warner (905) 546-2424 Ext. 7041
<b>SUBMITTED BY:</b> <b>SIGNATURE:</b>	Mike Zegarac General Manager Corporate Services Department 
<b>SUBMITTED BY:</b> <b>SIGNATURE:</b>	Carlyle Khan General Manager Public Works Department 

**Discussion of Private & Confidential Appendix "A" FCS22071(a)/PW22065(a) would be pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to**

### RATIONALE FOR CONFIDENTIALITY

- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 2 of 8**

---

**RATIONALE FOR MAINTAINING CONFIDENTIALITY**

- This Report includes negotiated pricing and contract terms and conditions negotiated and proposed by staff with Teknion for the City’s Systems Furniture Contract; therefore, it is appropriate to address in-camera, pursuant to the *Ontario Municipal Act, 2001, SO 2001, c25 (Municipal Act, 2001)*.

**RECOMMENDATION**

- That Council approve the standardization of Systems Furniture manufactured and procured from Teknion Limited, pursuant to Policy #11 Non-Competitive Procurements and Procurement Policy #14 – Standardization, until December 31, 2027 and that the General Manager, Public Works Department be authorized to enter into and execute any required Contract and any ancillary documents required to give effect thereto with Teknion Limited, in a form satisfactory to the City Solicitor and Director of Financial Services and Taxation.
- That Appendix “A” to Report FCS22071(a)/PW22065(a) remain confidential as it contains proprietary and sensitive competitive financial information of Teknion Limited, which was provided to the City of Hamilton in confidence for the negotiation of the Contract.
- The purpose of this report is to update Council on the actions taken by staff to address this outstanding item. As a result of this report, the item representing continued standardization and request to negotiate a contract for systems furniture for the City of Hamilton will be considered complete and removed from the Audit, Finance and Administration Committee Outstanding Business List.

**EXECUTIVE SUMMARY**

On August 12, 2022 Council approved Report PW22065/FCS22071 which included the following recommendations:

- That the General Manager of the Public Works Department, or their designate, be authorized and directed to negotiate a single source contract, for a term of 5 years, ending December 31, 2027, for the standardization and procurement of Systems Furniture with Teknion Limited;
- That staff be directed to report back with the results of the negotiations for the standardization and procurement of Systems Furniture with Teknion

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 3 of 8**

---

Limited to the Audit, Finance and Administration Committee for consideration."

The negotiations between City staff and Teknion have now concluded and the intent of the Report FCS22071(a)/PW22065(a) is to advise on the results of those negotiations and request approval to enter into the proposed contract and standardization.

**Alternatives for Consideration – See Page 7**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Capital budgets and annual operating budgets, as applicable, will incur additional expenses as a direct result of any price increases throughout the term of the contract to standardize and single source with Teknion.

Pre-COVID19, the City was spending over \$1.5M per year on new and reconfigured systems furniture, excluding large, capital accommodations' projects. Post-COVID, the City has spent over \$1M in the past year.

Staffing: N/A

Legal: Legal Services has provided guidance with respect to the negotiations conducted to date and their continued assistance will be required in the finalization of the contract.

**HISTORICAL BACKGROUND**

Teknion's Systems Furniture has been incorporated into the City of Hamilton offices since before amalgamation. For reference purposes, "Systems Furniture" is modular furniture pieces that are configured to create workstations or cubicles and usually include privacy panels, desktops, cabinets and other equipment that can be configured or reconfigured as needed. Most of these components would be connected to each other to form the workstation. Case goods ("Case Goods") is office furniture that is completely stand alone and not part of or attached to a workstation or Systems Furniture, for example, office chairs, standalone file cabinets or meeting tables and is not included and has been issued as a competitive bid separate from this contract. Teknion has been supported as an acceptable manufacturer since 2003 when Council endorsed staff to extend vendor discount agreements with select furniture vendors (PW03032 May 14, 2003). The initial agreement with Teknion resulted in a savings of 17% savings. The house agreements were extended two additional times with Council approval: Report PW06117 dated on August 22, 2006, at which time over 50% of the

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 4 of 8**

---

City's Systems Furniture was procured from Teknion and Report PW09014 dated February 20, 2009 when over 60% of the City's System Furniture was also procured from Teknion and resulted in an additional 10% savings for the City.

The continued utilization of Teknion throughout the City of Hamilton was based on its durability, Canadian content and manufacturing, limited lifetime warranty as well as the amount of product already in use throughout the City.

In 2010, Facilities Management Division, with the assistance of Procurement, undertook an open, competitive Request for Proposal ("RFP") C11-19-09 for a Corporate Contract To Supply And Deliver The City's Furniture Requirements for both Systems Furniture and Case Goods for a potential maximum of twelve years.

On March 10, 2010, Council approved Report FCS10005 recommending the award of Contract C11-19-09 be made to Teknion Furniture Systems Co. Limited (now operating as Teknion Limited).

Since March 2010 Teknion manufactured Systems Furniture and Case Goods have been the standard used for all the City's office and workstation requirements. Furthermore, and more recently, new furniture guidelines based primarily on the Teknion Systems Furniture were recently adopted as part of the Downtown Office Accommodation Strategy (GIC – August 8, 2016, PED16175 / PW16060)

On August 12, 2022, Council approved Report PW22065/FCS22071, directing staff to negotiate a contract for the continued standardization of Systems Furniture manufactured by Teknion Limited ("Teknion") until December 31, 2027. Through that Report, staff were also directed to report back with the results of the negotiations to the Audit, Finance and Administration Committee for approval, in accordance with Procurement Policy #11 Non-Competitive Procurement and Policy #14 Standardization.

Since staff received this direction from Council, multiple meetings have been held with Teknion to negotiate and finalize a contract for Council's consideration. As per Report PW22065/FCS22071, negotiations with Teknion have only pertained to Systems Furniture.

At the time of this Report, staff have issued and closed a Request for Proposals ("RFP") for the Supply and Installation of Case Goods and the evaluation of proposals has begun. The results of this RFP will be reported as applicable in the Procurement Section's quarterly *Request for Tenders and Proposals Report*.



**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 5 of 8**

---

Committee and Council are also advised that the City's corporate contract, C11-19-09, Supply And Deliver The City's Furniture Requirements with Teknion, has expired as of December 31, 2022.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

This Report is in accordance with Procurement Policy 20-205 as amended, Policy #4.11 – Non-Competitive Procurement and Policy #4.14 – Standardization.

### **RELEVANT CONSULTATION**

Legal Services has provided comment with respect to the confidentiality of this report.

### **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

As previously stated in Report PW22065/FCS22071, Corporate Facilities & Energy Management Division within Public Works has been satisfied with the reliability and quality of the Systems Furniture acquired to date from Teknion. A standardization of the City's Systems Furniture ensures continuity and continued, seamless interconnection of panel furniture used within the City and allows space and workstations to be maximized, collectively resulting in a decreased floorplan (space optimization) and ultimately less requirement of leased or owned space.

Systems Furniture:

From 2012 to 2021, the City has spent more than \$12 million on Systems Furniture for small departmental moves, reconfigurations as well as larger corporate-wide space management projects.

The significant benefit to Systems Furniture is its versatility to be dismantled and reconfigured into various workstations and components. As a result of the experience in working with the Teknion brand of Systems Furniture for several years, staff is confident that the Teknion's design and construction is both reliable and extremely durable in order to achieve multiple reconfigurations.

Since the City has been purchasing Teknion Systems Furniture for many years, the City has been able to establish a limited amount of inventory resulting from workstations or projects that have been dismantled from its original use and deemed surplus. Wherever possible, surplus inventory is considered for reuse within the City before any new product has been ordered which, in turn, has created significant cost savings to the respective departments and the City as a whole. The inventory is regularly updated,

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 6 of 8**

---

allowing space requirement changes to utilize readily accessible systems components and, in many cases, reduces timelines in certain situations. This also allows for the ability to adjust workstations at a potentially lesser cost due to ongoing ergonomically changes, i.e. new/approved space and accommodation standard.

The Teknion manufactured products meet all ergonomic and health and safety standards and comes with a limited lifetime warranty for repair to replacement of furniture for any product failure. Teknion is also making strides in the office furniture industry regarding sustainability and environmental impacts. They were the first manufacturer to become WELL v1 certified as well as ISO certified 9001.

Approval to standardize the Teknion Systems Furniture provides increased versatility in reconfiguring space with existing product with minimal impact to floor space. Establishing Teknion as the City's standard for Systems Furniture ensures that the City continues to use the current inventory and maintains the ability to capitalize on its versatility going forward.

**Negotiations:**

As indicated in Report FCS21103/LS21045 "Amendment to Procurement Policy to Allow for Negotiation of Contracts in Extenuating Circumstances", staff is cognizant of many events within the world creating price fluctuations well beyond anything that the vendor community or the City could control or possibly predict. Staff has received correspondence from Teknion that the furniture commodity market has been affected by this price increases and the cost of various goods and services needs to increase. Early in the Covid-19 pandemic, Teknion approached the City for a price increase however, Teknion agreed to hold off on passing any increases until Council made their decision regarding the negotiation of a standardization contract.

As mentioned early in this Report, after receiving Council's direction to proceed, staff has held multiple meetings with Teknion to negotiate and finalize a contract for Council's consideration. Initial negotiations were based on the previous Contract C11-19-09 and included updates to current contact information and refining the City's expectations for customer service as well as delivery and installation of the goods.

Staff and Teknion have agreed to include in the negotiation contract's scope of work Teknion's "Divert Program", which offers a turnkey, environmentally sound solution to disassemble and remove any disposed Systems Furniture components. Under the Divert Program, Teknion will transfer title of goods to be disposed and either donate or

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 7 of 8**

---

resell any reusable existing components or alternatively, recycle the product by stripping the furniture down to recycle as much as the materials as possible, thereby ensuring the minimalist amount of waste to the landfill.

Operationally, the Divert Program will support and allow the City to maintain reusable systems furniture within the limited storage space available with the redundant furniture being re-used or recycled. The Divert Program also minimizes additional costs associated with moves and changes related to costs incurred by hiring other vendors to move, store and dispose of the furniture as well as minimizes risk with one entity overseeing all work.

Environmentally, the Divert Program supports one of the guiding principles of Hamilton's Solid Waste Management Master Plan (SWMMP), in that "The City must lead and encourage the changes necessary to adopt the principle of Waste Minimization". The program is also in alignment with Hamilton's Climate Action Strategy which proposes to achieve community-wide net-zero greenhouse gas (GHG) emissions by 2050, with an interim reduction target of 50% by 2030. The Divert program works to support the waste diversion targets increase, reduce the solid waste generation and avoid as many GHG emissions from landfills as possible.

Appendix A to this Report sets out the specifics with respect to pricing and any applicable discounts being offered under the negotiated contract for Council consideration.

## **ALTERNATIVES FOR CONSIDERATION**

Rather than approve the recommendations in this Report, Council could direct staff to issue a competitive RFP for Systems Furniture. This alternative is not recommended. If staff conducted a competitive procurement process for Systems Furniture and a vendor other than Teknion was successful, many of the synergies and cost benefits resulting from standardization would be lost. Should the City carry more than one manufacturer's product, the City would lose the significant economies of scale from the volume discounts proposed by Teknion and lose much of the ability and flexibility to configure and reconfigure the furniture pieces for workstations and cubicles. In addition, the City would incur an increase in its cost of carrying inventory for two lines of Systems Furniture and the storage needs for a second product line.

**Financial:** Since the Teknion Systems Furniture is proprietary to Teknion and not compatible with other manufacturer Systems Furniture, it would be ineffective and cost prohibitive to utilize another vendor. As the City is almost 100%

**SUBJECT: Continued Standardization Contract for Systems Furniture for the City of Hamilton (FCS22071(a)/PW22065(a)) (City Wide) - Outstanding Business Item – Page 8 of 8**

---

Teknion product-based, trying to integrate another system would not only impact the furniture footprint due to panels not interconnecting and thus doubling the size of panel depth and floor space requirements as the panels would have to be adjacent versus connected, it will also be costly carrying two propriety systems in inventory, while phasing out the Teknion brand over a multitude of years. Should Council proceed with this alternative, staff will require an additional eight (8) month extension to Contract C11-19-09 in order to develop a scope of work for an RFP for the Supply and Delivery of Systems Furniture and for the award of a new contract.

Staffing: N/A

Legal: Legal Services will be requested to assist in the formation and finalization of both the RFP document as well as the contract.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

**Clean and Green**

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

**Built Environment and Infrastructure**

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

Confidential Appendix “A” to Report FCS22071(a)/PW22065(a) – Systems Furniture Contract Pricing Details



# Hamilton

## GRANTS SUB-COMMITTEE REPORT 23-002

1:00 p.m.

May 16, 2023

Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

**Present:** Councillors N. Nann(Chair), C. Kroetsch(Vice Chair)  
Councillors M. Francis, T. Jackson, M. Tadeson, and M. Wilson

**Also Present:** Councillor J. Beattie

### THE GRANTS SUB-COMMITTEE PRESENTS REPORT 23-002 AND RESPECTFULLY RECOMMENDS:

1. **2023 City Enrichment Funding Recommendations (GRA23003) (City Wide) (Item 5.1)**
  - (a) That, the 2023 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$6,609,219 (attached as Appendix “A” to Grants Sub-Committee Report 23-002), be approved;
  - (b) That, Appendix “B” to GRA23003, Application Summary be received;
  - (c) That, Appendix “B” to Grants Sub-Committee Report 23-002, Payment Plan be approved;
  - (d) That, the funding for the following approved grants be withheld, pending the submission of additional information, by July 20, 2023:
    - (i) AGR-A15 Stoney Creek BIA
    - (ii) AGR-A16 Wentworth District Women's Institute
    - (iii) AGR-A17 Westdale Village BIA
    - (iv) ART-B2 Festival of Friends
    - (v) ART-A14 Hamilton Literary Festival Association
    - (vi) ART-A33 Industry Performance Makers Arts Organization
    - (vii) ART-D7 Deepti Gupta
    - (viii) CCH-A5 Concession BIA
    - (ix) CCH-A21 Chorus Hamilton

- (x) CCH-A23 Concession BIA
  - (xi) CCH-A24 Downtown Dundas BIA
  - (xii) CCH-A41 Rotary Club of Waterdown
  - (xiii) CCH-A42 Winona Peach Festival
  - (xiv) CCH-A43 Zula Music and Arts Collective Hamilton
- (e) That, the funding for the following approved grants to the organizations with outstanding arrears with the City Enrichment Fund, be withheld (if applicable) pending the full settlement of such arrears:
- (i) ART-A2 Art Gallery of Hamilton
  - (ii) ART-A32 Immigrant Culture and Art Association (ICAA)
  - (iii) CCH-A11 India Canada Society
  - (iv) CCH-A26 Dundas Cactus Parade Inc.
  - (v) CCH-A32 Hamilton Folk Arts Heritage Council
  - (vi) CCH-A39 South Asian Heritage Association of Hamilton & Region
  - (vii) CCH-A47 Flamborough Santa Claus Parade
  - (viii) CCH-A49 Hamilton Waterfront Trust
- (f) That, Appendix “D” to GRA23003, applicant demographics including equity, diversity and inclusion overview, be received;
- (g) That any successful Category A applicant organization adversely impacted and hindering operational capacity due to recommended funding request amount, report to City of Hamilton, City Enrichment Fund staff by June 2nd, 2023 indicating implications hindering successfully carrying out programming according to appeal requirements; and,
- (h) That staff be directed to report back on appeals process and recommendations upon concluding the appeals process to the Grants Sub-Committee by mid-June 2023.

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

The Committee Clerk advised that there were no changes to the agenda.

The May 16, 2023 agenda for the Grants Sub-Committee, was approved, as presented.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) March 31, 2023 (Item 3.1)**

The Minutes of the March 31, 2023 Grants Sub-Committee meeting, were approved, as presented.

**(d) STAFF PRESENTATIONS (Item 5)**

**(i) 2023 City Enrichment Funding Recommendations (GRA23003) (City Wide) (Item 5.1)**

Morgan Stahl, Director, Government Relations & Community Engagement and Mimi John, Grants & Strategic Partnerships Coordinator addressed the Committee with a presentation respecting Report GRA23003, 2023 City Enrichment Funding Recommendations.

The staff presentation respecting Report GRA23003, 2023 City Enrichment Funding Recommendations, was received.

The report recommendations were placed on the floor, as follows:

- (a) That, the 2023 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$6,609,219 (as outlined in the attached Appendix "A" to Report GRA23003), be approved;
- (b) That, Appendix "B" to GRA23003, Application Summary be received;
- (c) That, Appendix "C" to GRA23003, Payment Plan be approved;
- (d) That, the funding for the following approved grants be withheld, pending the submission of additional information, by July 20, 2023:
  - (i) AGR-A15 Stoney Creek BIA
  - (ii) AGR-A16 Wentworth District Women's Institute
  - (iii) AGR-A17 Westdale Village BIA
  - (iv) ART-B2 Festival of Friends
  - (v) ART-A14 Hamilton Literary Festival Association
  - (vi) ART-A33 Industry Performance Makers Arts Organization
  - (vii) ART-D7 Deepti Gupta
  - (viii) CCH-A5 Concession BIA
  - (ix) CCH-A21 Chorus Hamilton
  - (x) CCH-A23 Concession BIA
  - (xi) CCH-A24 Downtown Dundas BIA
  - (xii) CCH-A41 Rotary Club of Waterdown
  - (xiii) CCH-A42 Winona Peach Festival
  - (xiv) CCH-A43 Zula Music and Arts Collective Hamilton

- (e) That, the funding for the following approved grants to the organizations with outstanding arrears with the City Enrichment Fund, be withheld (if applicable) pending the full settlement of such arrears:
- |        |         |   |
|--------|---------|---|
| (i)    | ART-A2  | Art Gallery of Hamilton                               |
| (ii)   | ART-A32 | Immigrant Culture and Art Association (ICAA)          |
| (iii)  | CCH-A11 | India Canada Society                                  |
| (iv)   | CCH-A26 | Dundas Cactus Parade Inc.                             |
| (v)    | CCH-A32 | Hamilton Folk Arts Heritage Council                   |
| (vi)   | CCH-A39 | South Asian Heritage Association of Hamilton & Region |
| (vii)  | CCH-A47 | Flamborough Santa Claus Parade                        |
| (viii) | CCH-A49 | Hamilton Waterfront Trust                             |
- (f) That, Appendix “D” to GRA23003, applicant demographics including equity, diversity and inclusion overview, be received.

Councillor Nann relinquished the Chair to introduce an amendment.

That Report GRA23003, respecting 2023 City Enrichment Funding Recommendations, **be amended**, by adding additional sub-sections (g) and (h), as follows:

- (g) That any successful Category A applicant organization adversely impacted and hindering operational capacity due to recommended funding request amount, report to City of Hamilton, City Enrichment Fund staff by June 2nd, 2023 indicating implications hindering successfully carrying out programming according to appeal requirements; and,**
- (h) That staff be directed to report back on appeals process and recommendations upon concluding the appeals process to the Grants Sub-Committee by mid-June 2023.**

Councillor Nann assumed the Chair.

Councillor Jackson introduced the following amendment:

That Report GRA23003, respecting 2023 City Enrichment Funding Recommendations, **be amended**, by adding sub-sections (i) through (n), as follows:

**2023 Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade**



WHEREAS, the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade events are long time holiday season community offerings;

WHEREAS, the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade have been receiving annual grants from the City Enrichment Fund from the City of Hamilton to support planning and delivery of the events for many years;

WHEREAS, the local Santa Claus Parades require higher levels of City financial support to be successful than the City Enrichment Fund guidelines allow;

THEREFORE, BE IT RESOLVED:

- (i) ***That the City Enrichment Fund's 30% maximum funding guideline be waived for the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade in 2023;***
- (j) ***That the differences between the requested amount and City Enrichment Fund scoring guideline amount be funded from the City Enrichment Fund Reserve # 112230 for the four applicants below:***
- ***2023 Hamilton Santa Claus Parade***
  - ***2023 Flamborough Santa Claus Parade***
  - ***2023 Stoney Creek Santa Claus Parade***
  - ***2023 Binbrook Santa Claus Parade***
- (k) ***That a grant of \$50,000 be approved for the 2023 Hamilton Santa Claus Parade;***
- (l) ***That a grant of \$15,000 be approved for the 2023 Flamborough Santa Claus Parade;***
- (m) ***That an additional top-up of \$1,365 be approved in the form of a grant for the 2023 Stoney Creek Santa Claus Parade; and,***
- (n) ***That an additional top-up of \$1,250 be approved in the form of a grant for the 2023 Binbrook Santa Claus Parade.***

That the above amendment be DEFERRED to the next Grants Sub-Committee meeting in mid-June 2023.

Councillor Kroetsch withdrew the motion to Defer the amendment.

Councillor Jackson withdrew his amendment.

For further disposition of this matter, refer to Item 1.

**(e) ADJOURNMENT (Item 11)**

There being no further business, the Grants Sub-Committee adjourned at 2:57 p.m.

Respectfully submitted,

---

Councillor Nrinder Nann  
Chair, Grants Sub-Committee

---

Angela McRae  
Legislative Coordinator  
Office of the City Clerk

## 2023 City Enrichment Fund SUMMARY

	Category	No. of Apps	2023 Budget (Total)	2023 Requested	2023 Recommended	Budget vs Recommended	
	<b>Agriculture</b>						
AGR A	Program & Events	17		\$ 165,944	\$ 121,862		
	<b>Agriculture Total</b>	<b>17</b>	<b>\$ 154,924</b>	<b>\$ 165,944</b>	<b>\$ 121,862</b>	<b>\$ 33,062</b>	<b>21.34%</b>
	<b>Arts</b>						
ART - A	Arts - Operating	37		\$ 3,345,630	\$ 2,713,112		
ART - B	Arts - Festival	3		\$ 165,000	\$ 123,750		
ART - C	Arts - Capacity Building	4		\$ 68,772	\$ 48,079		
ART - D	Arts - Creation & Presentation	31		\$ 202,002	\$ 122,720		
	<b>Arts Total</b>	<b>75</b>	<b>\$ 2,994,020</b>	<b>\$ 3,781,404</b>	<b>\$ 3,007,661</b>	<b>-\$ 13,641</b>	<b>-0.46%</b>
	<b>Communities, Culture &amp; Heritage</b>						
CCH - A	CCH - Events	49		\$ 857,084	\$ 442,552		
CCH - B	CCH - New Projects	11		\$ 82,563	\$ 31,659		
CCH - C	CCH - Capacity Building	2		\$ 4,080	\$ 2,640		
	<b>CCH Total</b>	<b>62</b>	<b>\$ 613,492</b>	<b>\$ 943,727</b>	<b>\$ 476,851</b>	<b>\$ 136,641</b>	<b>22.27%</b>
	<b>Community Services</b>						
CS - A	Hunger/Shelter	9		\$ 388,611	\$ 234,774		
CS - B	Everyone Safe	9		\$ 327,612	\$ 245,709		
CS - C	Everyone Thrives	10		\$ 322,750	\$ 223,427		
CS - D	No Youth Left Behind	6		\$ 200,302	\$ 143,717		
CS - E	Everyone Age in Place	19		\$ 462,906	\$ 334,016		
CS - F	Community Capacity Grows	11		\$ 219,419	\$ 157,844		
CS - G	Someone to Talk to	3		\$ 77,479	\$ 25,825		
CS - H	Emerging Needs	49		\$ 1,573,602	\$ 1,087,140		
	<b>Community Services Total</b>	<b>116</b>	<b>\$ 2,338,944</b>	<b>\$ 3,572,681</b>	<b>\$ 2,452,452</b>	<b>-\$ 113,508</b>	<b>-4.85%</b>

	Category	No. of Apps	2023 Budget (Total)	2023 Requested	2023 Recommended	Budget vs Recommended	
	<b>Environment</b>						
ENV-A	Capacity Building	3		\$ 62,754	\$ 44,117		
ENV-C	Project and Programs	13		\$ 238,905	\$ 169,360		
	<b>Environment Total</b>	<b>16</b>	<b>\$ 158,198</b>	<b>\$ 301,659</b>	<b>\$ 213,477</b>	<b>-\$ 55,279</b>	<b>-34.94%</b>
	<b>Sport and Active Lifestyles</b>						
SAL-A	Long Term Athlete Dev (LTAD)	6		\$ 45,000	\$ 31,650		
SAL-B	Sport Awareness	7		\$ 50,400	\$ 37,800		
SAL-C	Capacity Building	8		\$ 60,000	\$ 42,900		
SAL-D	Sport for Development/Inclusion	8		\$ 60,000	\$ 38,325		
SAL-E	Accessibility	5		\$ 37,052	\$ 26,739		
SAL-F	Active for Life	10		\$ 70,662	\$ 44,278		
SAL-G	Multi-Sport Hosting	2		\$ 51,500	\$ 31,415		
	<b>Sport and Active Lifestyles Total</b>	<b>46</b>	<b>\$ 265,832</b>	<b>\$ 374,614</b>	<b>\$ 253,107</b>	<b>\$ 12,725</b>	<b>4.79%</b>
	<b>Digital Equity (Reserve Funded)</b>						
DIG E	Digital Equity Program	5		\$ 50,078	\$ 33,809		
	<b>Digital Equity Total</b>	<b>5</b>	<b>\$ 33,809</b>	<b>\$ 50,078</b>	<b>\$ 33,809</b>	<b>\$ -</b>	<b>0.00%</b>
	<b>Total Grant Requests</b>	<b>337</b>	<b>\$ 6,559,219</b>	<b>\$ 9,190,107</b>	<b>\$ 6,559,219</b>	<b>\$ -</b>	<b>0.00%</b>
	CEF Administration		50,000		50,000	-	
	<b>Total City Enrichment Fund</b>		<b>\$ 6,609,219</b>	<b>\$ 9,190,107</b>	<b>\$ 6,609,219</b>	<b>\$ -</b>	<b>0.00%</b>

# 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
AGR-A1	Ancaster Agricultural Society	Ancaster Ag Society Education Days, Summer Camp, and 173rd Fall Fair	A	534,000	35,000	26,250
AGR-A2	Ancaster Farmers Market	Ancaster Farmers Market	A	29,000	5,000	3,750
AGR-A3	Binbrook Agricultural Society	Binbrook Fair 2023	A	215,250	30,000	22,500
AGR-A4	Farm Crawls of Ontario	Farm Crawls 2022-23	A	18,000	5,400	4,050
AGR-A5	Golden Horseshoe Beekeepers' Association	GHBA Public Education Program	A	5,100	1,530	1,148
AGR-A6	<b>Hamilton Sustainable Victory Gardens Inc.<sup>2</sup></b>	Agriculture. Planting Happiness; Reducing Hunger	A	39,247	11,774	8,831
AGR-A7	Hamilton Wentworth Soil and Crop Improvement Association	Improving Soil Health in Hamilton Agriculture	A	12,000	3,600	2,700
AGR-A8	<b>Hamilton-Wentworth 4-H Association<sup>2</sup></b>	Agriculture - 4-H Association	A	19,200	5,600	4,200
AGR-A9	Locke Street Farmers' Market (23027474 Ontario Inc)	Community Programming	A	9,000	2,400	1,800
AGR-A10	Rockton Agricultural Society	Rockton World's Fair	A	286,834	35,000	26,250
AGR-A11	<b>Southwentworth Plowmen's Association<sup>2</sup></b>	Southwentworth Plowmen's Association Annual Plowing Match	A	7,000	2,100	1,575
AGR-A12	The Equestrian Association for the Disabled (TEAD)	TEAD's Farm Friends Equine Experience	A	34,500	10,000	7,500
AGR-A13	Ancaster Horticultural Society	To beautify Ancaster and to educate on horticultural topics	B	17,871	4,000	2,440
AGR-A14	Crown Point Farms Market of Ottawa St	Education	B	6,800	2,040	1,244

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
AGR-A15	Stoney Creek BIA <sup>1</sup>	Agriculture general - Market in the Creek in Downtown Stoney Creek	B	39,600	5,000	3,050
AGR-A16	Wentworth District Women's Institute <sup>1</sup>	4-H Scholarship and Rose Programs and community Outreach	B	15,000	4,500	2,745
AGR-A17	Westdale Village BIA <sup>1</sup>	Casual Market	B	36,000	3,000	1,830
<b>Programs &amp; Events Total</b>					165,944	121,862
<b>Agriculture Total</b>					165,944	121,862
ART-B1	Centre français Hamilton Inc.	FrancoFEST 2022	A	468,300	40,000	30,000
ART-B2	Festival of Friends <sup>1</sup>	Festival of Friends	A	480,950	100,000	75,000
ART-B3	Greater Hamilton Arts And Events	ArtsFest 2023	A	150,000	25,000	18,750
<b>Arts Festivals Total</b>					165,000	123,750
ART-A1	Aeris Körper Contemporary Dance	Aeris Körper Contemporary Dance 2023 Operations: creation, production and education of contemporary dance.	A	245,748	29,500	22,125
ART-A2	Art Gallery of Hamilton <sup>2</sup>	Annual Operations	A	6,441,000	1,000,000	1,000,000
ART-A3	Bach Elgar Choir	Annual Operations	A	163,222	30,000	22,500
ART-A4	Brott Music Festival	Annual Operations	A	1,723,400	200,000	150,000
ART-A5	Centre[3] for print and media arts	Annual Operations	A	1,445,500	80,000	60,000
ART-A6	Dundas Pipes and Drums	Annual Operations	A	8,410	2,523	1,892
ART-A7	Dundas Valley School of Art	Dundas Valley School of Art Annual Operations 2023	A	1,901,609	200,000	150,000
ART-A8	Factory Media Centre	Annual Operations	A	277,007	46,000	34,500
ART-A9	Hamilton & Region Arts Council	Hamilton Arts Council Operating	A	401,978	93,454	70,091

# 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-A10	Hamilton All Star Jazz Band Inc.	Hamilton All Star Jazz Band Inc	A	67,750	9,500	7,125
ART-A11	Hamilton Artists Inc.	Arts Operating	A	356,507	68,000	51,000
ART-A12	Hamilton Children's Choir	Hamilton Children's Choir	A	553,358	55,000	41,250
		Hamilton Fringe Festival/ Frost Bites/ Artist Development Programs				
ART-A13	Hamilton Festival Theatre Company	(ALERT/Spark/Kids Club Camp), Equity Initiatives	A	724,586	60,000	45,000
	<b>Hamilton Literary Festival Association</b> <sup>1</sup>					
ART-A14		gritLIT Festival 2023	A	95,000	17,000	12,750
		Hamilton Music Collective - Changing Lives Through Music - Empowering Change in the Community				
ART-A15	Hamilton Music Collective	Arts Operating for Established Professional Organizations	A	614,975	100,000	75,000
ART-A16	Hamilton Philharmonic Orchestra	Professional Organizations	A	2,043,000	280,000	210,000
ART-A17	Hamilton Youth Steel Orchestra	HYSO	A	58,514	17,400	13,050
ART-A18	Open Heart Arts Theatre	Open Heart Arts Theatre	A	97,800	29,250	21,938
ART-A19	Red Beti Theatre	Red Beti Theatre Operating	A	590,000	119,000	89,250
ART-A20	Supercrawl Productions	Supercrawl	A	1,508,500	200,000	150,000
ART-A21	Telling Tales	15th Annual Telling Tales Season	A	434,700	22,000	16,500
ART-A22	Theatre Aquarius	Annual Operations	A	3,554,851	350,000	262,500
ART-A23	Tune In Foundation	Annual operations	A	79,643	23,892	17,919
ART-A24	Westdale Cinema Group	Westdale Cinema Group	A	551,900	30,000	22,500
ART-A25	Workers Arts and Heritage Centre	Annual Operations	A	404,519	36,414	27,311

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-A26	Carnegie Gallery (Dundas Art and Craft Association)	Arts Operating	B	227,768	29,000	17,690
ART-A27	Chamber Music Hamilton	Chamber Music Hamilton season	B	68,962	10,000	6,100
ART-A28	Culture for Kids in the Arts	Annual Operations/Programming	B	456,064	35,000	21,350
ART-A29	Dundas Concert Band Inc.	Dundas Concert Band	B	9,591	2,800	1,708
ART-A30	Hamilton Academy of Performing Arts	Hamilton Academy of Performing Arts	B	150,000	30,000	18,300
ART-A31	HCA Dance Theatre	Arts Operating	B	177,340	30,000	18,300
ART-A32	<b>Immigrant Culture and Art Association (ICAA) <sup>2</sup></b>	Newcomer Artists Mentorship Program	B	70,000	21,000	12,810
ART-A33	<b>Industry Performance Makers Arts Organization <sup>1</sup></b>	Annual Operations	B	115,845	29,925	18,254
ART-A34	The Duet Club of Hamilton	2023-2024 Season of the Duet Club of Hamilton	B	17,100	3,500	2,135
ART-A35	The Harlequin Singers of Hamilton	Harlequin Singers 2023 Concert Series	B	30,000	6,500	3,965
ART-A36	Tottering Biped Theatre Inc.	Annual Summer Shakespeare Project	B	100,000	30,000	18,300
ART-A37	Momentum Choir	Momentum Hamilton	C	63,240	18,972	
<b>Arts Operating Total</b>					<b>3,345,630</b>	<b>2,713,112</b>
ART-C1	Brott Music Festival	Arts-Capacity Building	A	85,000	25,000	18,750
ART-C2	Culture for Kids in the Arts	Social Media Strategy	A	35,000	10,500	7,875
ART-C3	Hamilton & Region Arts Council	Hamilton Arts Council - Capacity	A	27,574	8,272	6,204
ART-C4	Supercrawl Productions	Supercrawl	B	85,000	25,000	15,250
<b>Capacity Building Total</b>					<b>68,772</b>	<b>48,079</b>



## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-D1	Abedar Kamgari	Creation and Presentation of Carrying Distance by Abedar Kamgari	A	40,000	10,000	7,500
ART-D2	Afterlife Theatre	Hamlet	A	36,250	5,000	3,750
ART-D3	Alexandra MacLean	The Empty Seat	A	14,700	3,200	2,400
ART-D4	Benjamin Robinson	Why Not Give In and Call it Lovely?	A	35,000	10,000	7,500
ART-D5	Blue Pick Media	East End	A	122,850	10,000	7,500
ART-D6	Bud Roach (Capella Intima)	Workshop and preview performance of "Fin'amor: songs of a former criminal".	A	38,000	10,000	7,500
ART-D7	<b>Deepti Gupta</b> <sup>1</sup> DOD Productions (Anne Rosenberg)	The Kathak Theatre Experiment	A	56,088	10,000	7,500
ART-D8	Rosenberg)	Play - The Coat Check Girl	A	10,000	3,000	2,250
ART-D9	Fareh Malik	The Listening in Colour Exhibit	A	29,860	8,000	6,000
ART-D10	Gabriel Baribeau	Creation and Presentation - Emerging Artist	A	17,000	5,000	3,750
ART-D11	Gritty City Theatre Company	To Serve, Protect and Understand	A	37,500	10,000	7,500
ART-D12	Leah Magdalen (Leah Wiersma)	Have Your Cake (Short Film)	A	25,000	5,000	3,750
ART-D13	Maureen Paxton	She SeeSaw	A	9,810	2,943	2,207
ART-D14	Monica Plant	Haiku Comics of the Hamilton Bay (chapbook)	A	16,750	5,000	3,750
ART-D15	Shaun Smyth	Beautiful Scars	A	50,000	10,000	7,500
ART-D16	Sidney Drmay	Hamilton Zine Machine	A	9,000	2,700	2,025
ART-D17	Stephen Near (Same Boat Theatre Company)	Whale Fall theatre production	A	28,000	8,400	6,300
ART-D18	Without Mass	Understory	A	15,000	4,500	3,375

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-D19	David Trautrimas	The Possession Agent	B	34,000	10,000	6,100
ART-D20	DONNA AKREY	Tip of the Iceberg	B	23,500	7,050	4,301
ART-D21	Grace Evans	Illumination: a novel	B	42,500	5,000	3,050
ART-D22	Hanna Bech Mathieson	Arts / Creation and Presentation / Circles in the Sand Covid creatures; anomalies in the	B	41,687	10,000	6,100
ART-D23	kipjones (Keray D Jones)	yearly zodiac	B	13,000	3,900	2,379
ART-D24	Lost Boys Unlimited	The Bookwyrn	B	13,000	3,900	2,379
ART-D25	Marion House Production	We Build Machines	B	10,000	3,000	1,830
ART-D26	Melissa Neil	We Are The Flickering Lights	B	14,722	4,416	2,694
ART-D27	West Park Productions	The One That Got Away (Feature Film)	B	10,000	3,000	1,830
ART-D28	Brent Tennant	Pleasant Stay Motel Arts, Creation and presentation	C	16,650	4,995	
ART-D29	Samuray Rose Diler	(emerging)	C	16,660	4,998	
ART-D30	Tony Vieira	In Reminiscence	C	30,000	9,000	
ART-D31	FREEWATER	id rather be at home : a digital dance film	Withdrawn	62,700	10,000	
<b>Creation &amp; Presentation Total</b>					202,002	122,720
<b>Arts Total</b>					3,781,404	3,007,661
CCH-C1	Erland Lee (Museum) Home (Federated Women's Institute of Ontario)	Internal Enrichment Project	A	3,600	1,080	810
CCH-C2	Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Sinfonia Ancaster	B	12,000	3,000	1,830

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
<b>Capacity Building for Cultural Organizations Total</b>					4,080	2,640
CCH-A1	Ancaster Heritage Days	Ancaster Heritage Days 2023 Winter Event	A	7,500	2,250	1,688
CCH-A2	Asociacion Fraternidad Hispana (Fraternity Hispanic Association)	2023 Latin American/ Hispanic Month	A	14,200	4,260	3,195
CCH-A3	Bet Nahrain Heritage Centre	Annual Assyrian Festival of Nusardil	A	20,000	4,994	3,745
CCH-A4	Binbrook Parade Committee	Binbrook Santa Claus Parade	A	18,000	5,000	3,750
CCH-A5	<b>Concession BIA</b> <sup>1</sup>	Concession Sidewalk Sounds 2023	A	30,990	5,000	3,750
CCH-A6	Dundas Valley Orchestra	Activities and Concerts	A	31,170	5,000	3,750
CCH-A7	Durand Neighbourhood Association Inc.	Durand Neighbourhood Association Community Events - 2023	A	5,000	1,500	1,125
CCH-A8	Gourley Park Community Association	Winterfest/EasterEggHunt/Pumpkinfest	A	14,992	4,498	3,373
CCH-A9	Hamilton Sings! Community Choir	Hamilton Sings! Community Choir	A	32,420	5,000	3,750
CCH-A10	Hamilton-Halton Chinese Choir	Concert & Established Activities	A	7,550	2,000	1,500
CCH-A11	<b>INDIA CANADA SOCIETY</b> <sup>2</sup>	GANDHI PEACE FESTIVAL	A	15,000	4,500	3,375
CCH-A12	Living Rock Ministries	Arts of August	A	28,886	5,000	3,750
CCH-A13	Musicata-Hamilton's Voices (John Laing Singers)	Musicata-Hamilton's Voices concert series, 2022-23	A	23,790	5,000	3,750
CCH-A14	Rotary Club of Hamilton AM	Imagine in the Park Children's Arts Festival	A	56,000	16,800	12,600
CCH-A15	Sprout Organization	Lucky Lion Night Market 2023	A	70,000	21,000	15,750

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-A16	Stoney Creek BIA	Community Events Established - Saturdays in the Creek	A	48,000	5,000	3,750
CCH-A17	Westdale Village BIA	Westdale Live!	A	28,000	5,000	3,750
CCH-A18	Ancaster Heritage Days Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Ancaster Heritage Days 2023 Summer Event	B	69,400	20,820	12,700
CCH-A19	Ancaster)	Sinfonia Ancaster	B	67,760	17,000	10,370
CCH-A20	ONTARIO	CACTUS FESTIVAL OF DUNDAS	B	236,770	66,420	40,516
CCH-A21	<b>Chorus Hamilton</b> <sup>1</sup> Comunita Racalmutese Maria SS	Chorus Hamilton's 2022/2023 season	B	57,195	10,000	6,100
CCH-A22	Del Monte Ontario Inc.	Communities, Culture & Heritage	B	99,802	15,000	9,150
CCH-A23	<b>Concession BIA</b> <sup>1</sup>	Concession Streetfest 2023	B	43,650	8,000	4,880
CCH-A24	<b>Downtown Dundas BIA</b> <sup>1</sup> Downtown Hamilton Business Improvement Area	Community, Culture, Heritage Large Events	B	115,150	34,545	21,072
CCH-A25	Improvement Area	Gore Park Summer Promenade	B	67,539	20,262	12,360
CCH-A26	<b>Dundas Cactus Parade Inc.</b> <sup>2</sup>	2023 Dundas Cactus Parade	B	39,500	11,850	7,229
CCH-A27	Dundas Museum & Archives Dundas Museum & Archives (Dundas Historical Society Museum)	Discover Your Historical Dundas	B	17,073	5,000	3,050
CCH-A28	Museum)	Dundas Historical Society Museum - Exhibitions Program	B	65,510	11,000	6,710
CCH-A29	Festitalia Corporation	Festitalia 2023	B	75,000	22,500	13,725

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-A30	Hamilton and District Labour Council-CLC	Celebrate Labour Day 2023! CCH-Events & Est. Activities Large -	B	37,443	10,000	6,100
CCH-A31	Hamilton Arts & Letters	HAL Presents	B	34,281	8,000	4,880
CCH-A32	<b>Hamilton Folk Arts Heritage Council<sup>2</sup></b>	Communities, Culture & Heritage Program	B	357,100	97,000	59,170
CCH-A33	hamilton jewish federation	Hamilton Jewish Film Festival	B	24,000	7,200	4,392
CCH-A34	Locke Street B.I.A.	Sundays Unlocked 2023	B	60,000	12,000	7,320
CCH-A35	Lynden Canada Day Committee Ottawa Street Business	Artist fees	B	40,000	7,500	4,575
CCH-A36	Improvement Area	Sew Hungry 2022	B	48,564	14,569	8,887
CCH-A37	Pride Hamilton	2023 Pride Celebrations	B	120,000	29,999	18,299
CCH-A38	SalsaSoul Productions	Core Programs: Salsa on the Waterfront and SalsaSoul Sundays	B	25,772	7,731	4,716
CCH-A39	<b>South Asian Heritage Association of Hamilton &amp; Region<sup>2</sup></b>	Spring Festival of South Asia	B	26,450	7,935	4,840
CCH-A40	Stoney Creek Santa Claus Parade	Stoney Creek Santa Claus Parade	B	32,100	3,500	2,135
CCH-A41	<b>Waterdown's Oh Canada Ribfest (Rotary Club of Waterdown)<sup>1</sup></b>	Waterdown's Rotary Ribfest	B	200,000	25,000	15,250
CCH-A42	<b>Winona Peach Festival<sup>1</sup></b> <b>Zula Music And Arts Collective</b>	Community, Culture & Heritage	B	367,700	99,500	60,695
CCH-A43	<b>Hamilton<sup>1</sup></b>	CCH – Established	B	114,000	28,000	17,080
CCH-A44	Barton Village Festival	Barton Village Festival	C	30,000	9,000	

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-A45	Colombian Refugees Association	HAMILTON LATINO FESTIVAL Community, Culture, Heritage Large Events	C	130,540	29,999	
CCH-A46	Downtown Dundas BIA <b>Flamborough Santa Claus Parade</b>		C	113,842	34,153	
CCH-A47	<sup>2</sup> Hamilton Santa Claus Parade Committee	FSCP	C	60,000	15,000	
CCH-A48		Hamilton Santa Claus Parade Waterfront Tours - Hamiltonian Tour Boat- Sightseeing Tours by Land & Wate	C	180,000	50,000	
CCH-A49	<b>Hamilton Waterfront Trust</b> <sup>2</sup>		C	56,000	16,800	
<b>Events &amp; Established Activities Total</b>					<b>857,084</b>	<b>442,553</b>
CCH-B1	Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Special Presentation - Old Turtle	A	12,895	3,000	2,250
CCH-B2	Authors in the Park Children's International Learning Centre (Hamilton)	Authors in the Park Festivals of Light: Celebrating Inclusivity and Diversity	A	3,250	975	731
CCH-B3			A	35,924	10,500	7,875
CCH-B4	Culture Matters Foundation	Black History Month Installation 2023	A	24,490	7,347	5,510
CCH-B5	iBalance Living Association Association de la Communauté Ivoirienne de Hamilton(ACIH)	Chinese Culture Links between Seniors and Juniors over Covid Crisis	A	23,700	3,350	2,513
CCH-B6		Francolympiade – Hamilton	B	4,500	1,350	824

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-B7	Canadian Society of Contemporary Iron Arts	Iron Pour Event 2023	B	8,600	2,500	1,525
CCH-B8	Erland Lee (Museum) Home (Federated Women's Institute of Ontario)	The Victorian Market and Fair	B	3,000	900	549
CCH-B9	Waterdown Museum of Hope (Flamborough Museum)	Waterdown Museum of Hope Opening	B	54,000	16,200	9,882
CCH-B10	McMaster Community Homes Corporation	Mural Painting	C	21,470	6,441	
CCH-B11	Hamilton You Poets	Poetic License	Withdrawn	106,135	30,000	
<b>New Projects Total</b>					<b>82,563</b>	<b>31,659</b>
<b>Communities, Culture &amp; Heritage Total</b>					<b>943,727</b>	<b>476,851</b>

CS-F1	Adult Basic Education Association of Hamilton-Wentworth	Lifelong Learning Opportunities and Pathways	A	84,740	9,000	6,750
CS-F2	Ancaster Community Services	Youth Engagement Program	A	112,643	15,500	11,625
CS-F3	Ancaster Community Services	Community Outreach	A	243,448	37,790	28,343
CS-F4	Dundas Community Services	Community Outreach	A	47,278	11,654	8,741
CS-F5	Flamborough Information and Community Services	Community Outreach Services	A	145,640	42,767	32,075
CS-F6	Neighbour to Neighbour Centre	Middle East Outreach	A	61,262	3,018	2,264
CS-F7	Social Planning and Research Council of Hamilton	Community Social Research and Planning	A	524,880	45,420	34,065
CS-F8	The Hamilton and District Literacy Council	Literacy and Basic Skills for Adults	A	313,000	6,270	4,703
CS-F9	Hamilton Council on Aging	Seniors Engagement	B	455,860	15,000	9,150

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-F10	Rotary Club of Hamilton	Rotary Literacy in Action Program	B	160,140	25,000	15,250
CS-F11	St. John Ambulance (St. John Council for Ontario)	Medical First Responder Program	B	56,500	8,000	4,880
<b>Community Capacity Grows Total</b>					219,419	157,844
CS-H1	AY Alternatives for Youth Hamilton	Parent Education, Support and Skills Development Program	A	74,303	15,018	11,264
CS-H2	Bereaved Families of Ontario - South Central Region	BFO-SCR Grief Support Programs	A	52,930	15,879	11,909
CS-H3	Canadian National Institute for the Blind	CNIB Mobile Hub - Hamilton	A	35,034	10,510	7,883
CS-H4	Cancer Assistance Program	Cancer Assistance Program – Community Engagement in under-resourced areas of Hamilton	A	79,200	23,760	17,820
CS-H5	City Kidz Ministry	Post COVID Rebuild Grief and Bereavement Support	A	951,100	19,500	14,625
CS-H6	Dr. Bob Kemp Hospice	Innovation	A	287,441	80,000	60,000
CS-H7	Grace Anglican Church	Graceful Abilities Day Program	A	80,325	18,021	13,516
CS-H8	Greater Hamilton Food Share	Food Acquisition and Distribution Program	A	1,970,300	75,000	56,250
CS-H9	Immigrants Working Centre	IWC Employment Services Program	A	401,152	45,475	34,106
CS-H10	Indwell Community Homes	Support Indigenous Tenants at Aindah-ing and Odawa	A	308,600	65,000	48,750
CS-H11	International Association for Refugees-Canada	Open Homes Hamilton	A	137,706	37,700	28,275
CS-H12	Interval House of Hamilton	Jared's Place	A	110,542	33,162	24,872
CS-H13	Liberty For Youth	Bright Choices Program	A	198,630	59,589	44,692



## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-H14	Lynwood Charlton Centre	OASIS	A	181,032	30,222	22,667
CS-H15	Mission Services of Hamilton Inc.	Willow's Place	A	863,226	35,000	26,250
CS-H16	Mission Services of Hamilton Inc.	Youth Afterschool Meal Program	A	151,222	35,000	26,250
		Nanny Angel Network Programs and Services for Hamilton Families				
CS-H17	Nanny Angel Network Inc.	Impacted by a Parent with Cancer	A	138,800	30,000	22,500
CS-H18	Neighbour to Neighbour Centre	N2N Intercultural Community Kitchen	A	66,727	20,018	15,014
		N2N Wellness and Mindful				
CS-H19	Neighbour to Neighbour Centre	Movement	A	105,039	31,511	23,633
CS-H20	Neighbour to Neighbour Centre	Garden Skills Programming	A	130,406	39,121	29,341
		N2N Community Meals and Good				
CS-H21	Neighbour to Neighbour Centre	Food Markets	A	208,291	62,487	46,865
		Hamilton Community Garden				
CS-H22	Neighbour to Neighbour Centre	Networking Program	A	74,663	22,398	16,799
CS-H23	Neighbour to Neighbour Centre	N2N Food Skills For Kids Program	A	112,042	33,612	25,209
		N2N Community Action and				
CS-H24	Neighbour to Neighbour Centre	Advocacy Training Program	A	106,595	31,978	23,984
		The Post Pandemic Response to				
		Heightened Mental Health Needs				
CS-H25	Shalem Mental Health Network	Initiative	A	324,017	30,000	22,500
	Social Planning and Research					
CS-H26	Council of Hamilton	Hamilton Financial Empowerment	A	105,000	30,000	22,500
CS-H27	St. Matthew's House	Seniors in Kitchens	A	674,100	30,000	22,500

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-H28	The Bridge: From Prison to Community	The Bridge: "Out for Good" Program Helping Men Recover: 13-Week Program for Men With Lived Experience and their Family	A	85,523	25,000	18,750
CS-H29	Wayside House of Hamilton	Caregivers	A	117,327	35,000	26,250
CS-H30	Welcome Inn Community Centre	Food Access Program	A	150,423	25,000	18,750
CS-H31	Wellwood Resource Centre of Hamilton	Information and Peer Support for Cancer Patients and Families/Caregivers	A	177,498	27,300	20,475
CS-H32	YMCA of Hamilton, Burlington, Brantford	Men's Residence Social & Mental Health Workers Program	A	123,484	37,045	27,784
CS-H33	Big Brothers Big Sisters of Halton and Hamilton	Allies Group Mentoring Project	B	70,000	21,000	12,810
CS-H34	Eva Rothwell Centre	After School Program Mentorship and Financial Literacy for	B	150,000	20,000	12,200
CS-H35	Excel At Work	Black Hamiltonians	B	192,700	57,810	35,264
CS-H36	Food4Kids Hamilton	Weekends Without Hunger	B	926,250	30,000	18,300
CS-H37	Hamilton East Kiwanis Boys and Girls Club	McQuesten BGC Community Navigation Program for Trans/Non-Binary/Gender-Diverse Hamiltonians and their health care	B	85,470	24,400	14,884
CS-H38	Hamilton Trans Health Coalition	teams, families, and employers	B	39,900	11,970	7,302

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
		What's Your Path Portal and Speakers Bureau				
CS-H39	Healthy Youth Network	Bureau	B	105,375	31,250	19,063
CS-H40	Neighbour to Neighbour Centre	Community Youth Kitchens	B	66,727	20,018	12,211
CS-H41	Nisa Homes (National Zakat Foundation)	Nisa Homes Hamilton Shelter Program	B	370,600	75,000	45,750
CS-H42	Safe Families Canada	Safe Families Hamilton/Halton	B	158,992	47,698	29,096
CS-H43	Sisters in Sync	BecomingHER	B	37,500	11,250	6,863
CS-H44	The Baby Depot	The Baby Boutique	B	105,344	25,000	15,250
CS-H45	The Living Rock Ministries	Housing Supports	B	143,000	42,900	26,169
CS-H46	Hamilton Helping Hands	Ethnic food for low income families	C	45,000	13,500	
CS-H47	Elizabeth Fry Society Southern Ontario Region	STARS Program	N/A	41,950	12,500	-
		Mealshare Buy One, Give One Program to End Youth Hunger in Hamilton				
CS-H48	Mealshare Aid Foundation	Hamilton	Withdrawn	63,080	17,000	-
	Survivors of Hamilton Outreach (SOHO) - WomenatthecentrE	SOHO - Writing in Community and Expanding Programming				
CS-H49	Hamilton Chapter	Expanding Programming	DNQ	10,000	3,000	
<b>Emerging Needs &amp; Program Innovation Total</b>					<b>1,573,602</b>	<b>1,087,140</b>
CS-C1	Big Brothers Big Sisters of Halton & Hamilton	Group Mentoring for Male Identifying Youth	A	108,000	32,000	24,000
CS-C2	Big Brothers Big Sisters of Halton & Hamilton	Group Mentoring for Female Identifying Youth	A	95,550	27,000	20,250
CS-C3	Hamilton East Kiwanis Boys and Girls Club	Community Outreach Program	A	141,900	41,400	31,050

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-C4	Hamilton East Kiwanis Boys and Girls Club	Parent Education Outreach	A	175,000	52,000	39,000
CS-C5	Immigrants Working Centre (Hamilton)	IWC Childcare Program	A	677,198	25,174	18,881
CS-C6	Wesley Urban Ministries Inc.	Children & Family Programs	A	202,431	44,750	33,563
CS-C7	Big Brothers Big Sisters of Halton & Hamilton	One-to-One Mentoring Interventions	B	541,000	30,000	18,300
CS-C8	Elliott Heights Baptist Church	Larch After School Program	B	114,027	20,000	12,200
CS-C9	Living Rock Ministries	Wellness Works	B	143,087	42,926	26,185
CS-C10	The Children's Centre For Development	TheCCD Kids Summer Splash	DNQ	25,000	7,500	
<b>Every Child &amp; Family Thrives Total</b>					<b>322,750</b>	<b>223,428</b>
CS-E1	Ancaster Community Services	Meals on Wheels	A	111,576	5,571	4,178
CS-E2	Ancaster Community Services	Assisted Volunteer Driving Program	A	47,537	9,887	7,415
CS-E3	Ancaster Community Services	Frozen Meals	A	75,347	7,460	5,595
CS-E4	Banyan Community Services Inc.	Grocer-Ease	A	307,395	25,000	18,750
CS-E5	Dundas Community Services	Services for Seniors	A	359,948	47,267	35,450
CS-E6	Flamborough Information and Community Services	Seniors Support	A	13,984	3,690	2,768
CS-E7	Glanbrook Home Support Program Inc.	Meal Supports Program	A	285,780	25,000	18,750
CS-E8	Glanbrook Home Support Program Inc.	Volunteer Assisted Transportation Program (VAT)	A	44,877	13,200	9,900
CS-E9	Glanbrook Home Support Program Inc.	Health & Fitness Program	A	66,863	16,574	12,431

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-E10	Glanbrook Home Support Program Inc.	Community Supports Program	A	100,138	11,826	8,870
CS-E11	Good Shepherd Centre Hamilton	SAM Adult Day Program	A	577,534	70,319	52,739
CS-E12	St. Joseph's Villa	Adult Day Program at St. Joseph's Villa	A	595,016	20,000	15,000
CS-E13	VON Hamilton	Volunteer Visiting & Tele-Touch	A	472,764	53,235	39,926
CS-E14	VON Hamilton	Meals on Wheels	A	1,242,498	60,888	45,666
CS-E15	VON Hamilton	Adult Day Program/Mobile Adult Day Services	A	841,870	31,314	23,486
CS-E16	Wesley Urban Ministries Inc.	Seniors Outreach Program	A	88,712	18,918	14,189
CS-E17	Hamilton East Kiwanis Boys and Girls Club	BGC Hamilton-Halton Adult Day Program	B	269,396	14,000	8,540
CS-E18	The Governing Council of The Salvation Army Canada- Mountberry Adult Day Services	Community Integration	B	429,472	16,990	10,364
CS-E19	<b>Catholic Family Services of Hamilton</b> <sup>1</sup>	Seniors Intensive Case Management	N/A	844,848	11,767	-
<b>Everyone Can Age in Place Total</b>					<b>462,906</b>	<b>334,016</b>
CS-B1	Good Shepherd Centre Hamilton	2nd Stage Housing	A	397,909	59,619	44,714
CS-B2	Interval House of Hamilton	Women's Centre of Hamilton	A	294,323	48,000	36,000
CS-B3	Interval House of Hamilton	Community Outreach, Counselling, Advocacy and Telephone Advocacy	A	280,094	26,500	19,875
CS-B4	Lynwood Charlton Centre	Child and Youth Trauma Services (CYTS)	A	391,862	91,493	68,620

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-B5	Sexual Assault Centre (Hamilton and Area)	Abuse Prevention Program	A	149,008	26,000	19,500
CS-B6	Sexual Assault Centre (Hamilton and Area)	Crisis Support Program	A	172,903	20,000	15,000
CS-B7	Sexual Assault Centre (Hamilton and Area)	Counselling and Advocacy Program	A	260,603	25,000	18,750
CS-B8	Sexual Assault Centre (Hamilton and Area)	Diverse Communities Outreach Program	A	151,198	16,000	12,000
CS-B9	YWCA Hamilton	Phoenix Place VAW Residential Program	A	155,788	15,000	11,250
<b>Everyone Feels Safe Total</b>					<b>327,612</b>	<b>245,709</b>
CS-G1	Canadian Mental Health Association, Hamilton	Evening Social Recreation Rehabilitation Program	A	132,517	26,681	20,011
CS-G2	Dundas Community Services	Counselling & Referral	A	25,923	7,752	5,814
CS-G3	<b>Catholic Family Services of Hamilton<sup>1</sup></b>	Individual and Family Counselling	N/A	185,095	43,046	-
<b>Everyone has Someone to Talk to Total</b>					<b>77,479</b>	<b>25,825</b>
CS-A1	Mission Services of Hamilton Inc.	Good Food Centre	A	862,553	50,000	37,500
CS-A2	Neighbour to Neighbour Centre	Neighbour to Neighbour Food Bank	A	307,260	31,658	23,744
CS-A3	Good Shepherd Centre Hamilton	Community Hot Meals	B	1,115,702	36,772	22,431
CS-A4	Good Shepherd Centre Hamilton	Marketplace	B	1,322,206	79,473	48,479
CS-A5	Housing Help Centre - Hamilton & Area	Housing Preservation & Stabilization	B	650,000	67,000	40,870

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-A6	Neighbour to Neighbour Centre	Home Delivery Program	B	68,721	18,552	11,317
CS-A7	The Governing Council of the Salvation Army in Canada	Salvation Army Food Bank	B	171,700	51,510	31,421
CS-A8	The Salvation Army HHB Housing and Support Services	Community Soup Van Program	B	104,090	31,227	19,013
CS-A9	YWCA Hamilton	Transitional Living Program	Withdrawn	1,095,540	22,419	-
<b>No One is Hungry or Without Shelter Total</b>					<b>388,611</b>	<b>234,774</b>
CS-D1	AY Alternatives for Youth Hamilton	AY Outreach	A	143,817	27,664	20,748
CS-D2	AY Alternatives for Youth Hamilton	Street Involved Outreach	A	180,625	42,656	31,992
CS-D3	Living Rock Ministries	Oasis Coffee House Evening Program	A	140,000	42,000	31,500
CS-D4	Wesley Urban Ministries Inc.	Wesley Youth Housing	A	557,526	41,482	31,112
CS-D5	Living Rock Ministries	It's a New Day Breakfast Program	B	115,000	34,500	21,045
CS-D6	Routes Youth Centre (Dundas Youth Chaplaincy)	Routes Youth Centre	B	225,600	12,000	7,320
<b>No Youth is Left Behind Total</b>					<b>200,302</b>	<b>143,717</b>
<b>Community Services Total</b>					<b>3,572,681</b>	<b>2,452,452</b>
DIG-1	Dundas Valley School of Art	Digital Content Production for Charities and Not-for-Profits	A	45,889	8,778	6,584
DIG-2	Glanbrook Home Support Program Inc.	Digital Program	A	21,000	6,300	4,725

# 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
DIG-3	Mathstronauts	Empowering underrepresented youth to gain digital technology skills through Mathstronauts' STEAM Engine Program	A	135,300	15,000	11,250
DIG-4	Theatre Aquarius	Theatre Aquarius Digital Workshops	A	50,000	15,000	11,250
DIG-5	Immigrants Working Centre (IWC)	Digital Equity Accelerator	Withdrawn	85,000	5,000	
<b>Digital Equity Total</b>					50,078	33,809
<b>Digital Total</b>					50,078	33,809
ENV-A1	Hamilton-Wentworth Green Venture	Accelerating Deep Energy Retrofits in Hamilton	A	81,480	24,444	18,333
ENV-A2	Hamilton-Wentworth Green Venture	Building Greenspace Stewardship Capacity	A	78,900	17,250	12,938
ENV-A3	Sustainable Hamilton	Business Development Initiative	B	78,610	21,060	12,847
<b>Capacity Building Total</b>					62,754	44,117
ENV-C1	Bay Area Restoration Council	School and Volunteer Programming for Hamilton Harbour Restoration The Learning Garden at Marydale Park	A	175,150	35,000	26,250
ENV-C2	Catholic Youth Organization		A	12,000	3,600	2,700
ENV-C3	Hamilton Naturalists Club	Celebrating Hamilton's Biodiversity	A	40,000	10,000	7,500
ENV-C4	Hamilton-Wentworth Green Venture	NATURhoods: Helping Hamiltonians naturally adapt to urban runoff	A	162,650	25,000	18,750
ENV-C5	Hamilton-Wentworth Green Venture	Experiential Environmental Learning	A	93,688	18,750	14,063



## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ENV-C6	Sustainable Hamilton	Water Efficiency Discovery Workbook	A	107,180	29,630	22,223
ENV-C7	Sustainable Hamilton	Climate Change Education	A	93,040	25,390	19,043
	The Children's Garden Project					
ENV-C8	Canada	The Children's Garden Project	A	63,000	18,900	14,175
		Tree for Hamilton 2022 Tree Planting				
ENV-C9	Trees For Hamilton	Events	A	22,396	2,500	1,875
		Growing Volunteer Involvement in				
ENV-C10	A Rocha Canada	Habitat Restoration	B	63,000	18,000	10,980
		Environment Hamilton Climate Action				
ENV-C11	Environment Hamilton	Campaign	B	153,410	17,365	10,593
	Ottawa Street Business					
ENV-C12	Improvement Area	Bee Happy	B	7,000	2,100	1,281
ENV-C13	Sustainable Hamilton	Green Workforce Enhancement	B	117,300	32,670	19,929
<b>Projects &amp; Programs Total</b>					<b>238,905</b>	<b>169,360</b>
<b>Environment Total</b>					<b>301,659</b>	<b>213,477</b>
SAL-E1	Flamborough Dundas Soccer Club	FDSC Special Soccer	A	29,600	7,500	5,625
SAL-E2	Royal Hamilton Yacht Club	RHYC Able Sail	A	24,823	7,447	5,585
	Saltfleet Stoney Creek Soccer	SSC - Special Needs & All Abilities				
SAL-E3	Club	Program	A	30,000	7,500	5,625
	The Equestrian Association for					
SAL-E4	the Disabled (T.E.A.D.)	Subsidies	A	23,688	7,105	5,329
	Hamilton East Kiwanis Boys and	H.A.V.E.S (Healthy Active Vibrant				
SAL-E5	Girls Club	Energetic Seniors)	B	30,414	7,500	4,575
<b>Accessibility Total</b>					<b>37,052</b>	<b>26,739</b>

# 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-F1	Fit Active Beautiful Foundation (FAB)	2023 FAB Girls 5K Challenge Program	A	125,633	7,500	5,625
SAL-F2	Flamborough Dundas Soccer Club	FDSC Soccer for Life	A	27,000	7,500	5,625
SAL-F3	Hamilton Chinese Sports Association	Go to Play	A	10,792	3,237	2,428
SAL-F4	Hamilton Hornets Rugby Football Club	Rugby for Newcomers and At-Risk Youth	A	26,800	7,500	5,625
SAL-F5	Living Rock Ministries	Rock-in-Action	A	30,795	7,500	5,625
SAL-F6	New Hope Community Bikes	Cycling Education Program Coordinator	A	90,693	7,500	5,625
SAL-F7	Hamilton Aquatic Water Polo Club	Swim & Play Ball Program	B	30,000	7,500	4,575
SAL-F8	Hamilton Bay Sailing Club	Sports and Active Lifestyle-Active for Life	B	44,931	7,500	4,575
SAL-F9	Hamilton Olympic Club	Hamilton Olympic Club - Active for Life Program	B	60,000	7,500	4,575
SAL-F10	Church of The Nativity HAVES	Healthy Active Vibrant Energetic Seniors (HAVES)	C	24,750	7,425	
<b>Active for Life Total</b>					<b>70,662</b>	<b>44,278</b>
SAL-C1	Flamborough Dundas Soccer Club	FDSC Builds Capacity	A	25,600	7,500	5,625
SAL-C2	Golden Horseshoe Track & Field Council	Golden Horseshoe Track & Field Council - Capacity Growth Project	A	45,000	7,500	5,625
SAL-C3	Hamilton Hornets Rugby Football Club	Hornets Sustainability Program	A	25,700	7,500	5,625

# 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-C4	Monte Cristo Track Club	Monte Cristo Track Club - Capacity Building Project	A	84,300	7,500	5,625
SAL-C5	Saltfleet Stoney Creek Soccer Club	SSC - Sports Rebuilding After COVID	A	30,000	7,500	5,625
SAL-C6	The Equestrian Association for the Disabled (TEAD)	Volunteers Make Miracles Happen	A	28,000	7,500	5,625
SAL-C7	Somali Community In Hamilton	Sports & Active Lifestyles Program	B	35,000	7,500	4,575
SAL-C8	The Hamilton and District Soccer Association	Hamilton Soccer - Building and Strengthening the Player Pathway in Hamilton	B	35,000	7,500	4,575
<b>Capacity Building Total</b>					<b>60,000</b>	<b>42,900</b>
SAL-A1	Flamborough Dundas Soccer Club	FDSC followsLTPD for Grassroots Soccer	A	35,000	7,500	5,625
SAL-A2	Mount Hamilton Youth Soccer Club	Active Start Programs	A	73,550	7,500	5,625
SAL-A3	Saltfleet Stoney Creek Soccer Club	GrassRoots Training Program - Continued Training	A	350,000	7,500	5,625
SAL-A4	The Hamilton and District Soccer Association	Hamilton Soccer - GrassRoots Soccer - Retention of Program Initiatives	A	65,000	7,500	5,625
SAL-A5	Hamilton Aquatic Club	Swimmer Support Program	B	45,693	7,500	4,575
SAL-A6	Hamilton Ringette Association	Hamilton Ringette Association	B	80,868	7,500	4,575
<b>Long term Athlete Development Planning &amp; Implementation Total</b>					<b>45,000</b>	<b>31,650</b>
SAL-G1	91st Highlanders Athletic Association	Hamilton Indoor Games	B	105,000	31,500	19,215
SAL-G2	Ontario Cycling Association	Paris to Ancaster Bicycle Race	B	225,000	20,000	12,200

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
<b>Multi-Sport Hosting Total</b>					51,500	31,415
SAL-B1	Flamborough Dundas Soccer Club	New Club Awareness	A	18,000	5,400	4,050
SAL-B2	Hamilton East Kiwanis Boys and Girls Club	Let's Get Moving	A	434,500	7,500	5,625
SAL-B3	Hamilton Olympic Club	Hamilton Olympic Club - Sport Awareness Program	A	60,000	7,500	5,625
SAL-B4	Hamilton-Wentworth Aquatic Club	HAC Sport Promotion Program	A	33,501	7,500	5,625
SAL-B5	Saltfleet Stoney Creek Soccer Club	SSC - Advanced Development Program - Re-Building the Pathway	A	200,000	7,500	5,625
SAL-B6	SportHamilton	SportHamilton Community Communication strategy project	A	28,500	7,500	5,625
SAL-B7	The Hamilton and District Soccer Association	Hamilton Soccer - Continued Enhancement of the Match Official Mentorship	A	36,000	7,500	5,625
<b>Sport Awareness Total</b>					50,400	37,800
SAL-D1	African Canadian Youth Sports Network	ACCESSIBLE COMPETITIVE U8-12 SOCCER PROGRAM	A	90,000	7,500	5,625
SAL-D2	Hamilton Aquatic Club	Jimmy Thompson Swimmer Participation Program	A	45,595	7,500	5,625
SAL-D3	Hamilton East Kiwanis Boys and Girls Club	Midnight Basketball	A	75,375	7,500	5,625
SAL-D4	Knot A Breast Cancer Support Services	Dragon Boat Sport Development and Wellness Program	A	73,275	7,500	5,625
SAL-D5	Liberty For Youth	Prodigal Sonz Program	A	75,107	7,500	5,625

## 2023 City Enrichment Fund

<sup>1</sup> Hold pending submission of final report

<sup>2</sup> Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-D6	Wesley Urban Ministries Inc.	Wesley Youth Centres	A	57,977	7,500	5,625
SAL-D7	D. T. Sports Club	Sports activities	B	30,000	7,500	4,575
SAL-D8	The Croatian Sports and Community Centre of Hamilton	Improvements to Bocce and Jiu Jitsu Facilities	Withdrawn	25,000	7,500	
<b>Sport Development / Inclusion Total</b>					60,000	38,325
<b><i>Sport &amp; Active Lifestyles Total</i></b>					<b>374,614</b>	<b>253,107</b>
<b>Grand Total</b>					<b>9,190,107</b>	<b>6,559,219</b>

**Appendix “B” to Item 1 of Grants Sub-Committee Report 23-002  
Page 1 of 1**

**City Enrichment Fund (CEF)**

**Payment Plan**

Upon Council approval and the receipt of the signed City Enrichment Fund Agreement, the following payment plan will apply:

\$0 - \$10,000	paid out 100% upon Council Approval
\$10,001 - \$100,000	paid 80% on Council approval; 20% released November 1, 2023
Over \$100,000	paid monthly

City Enrichment Fund Agreements which are not completed and returned by November 1, 2023, will result in the grant being forfeited.

In the case where a successful grant applicant has outstanding arrears with the City of Hamilton as of December 31, 2022, the grant will be held pending full settlement of such arrears.